

SALES MANAGEMENT

for July

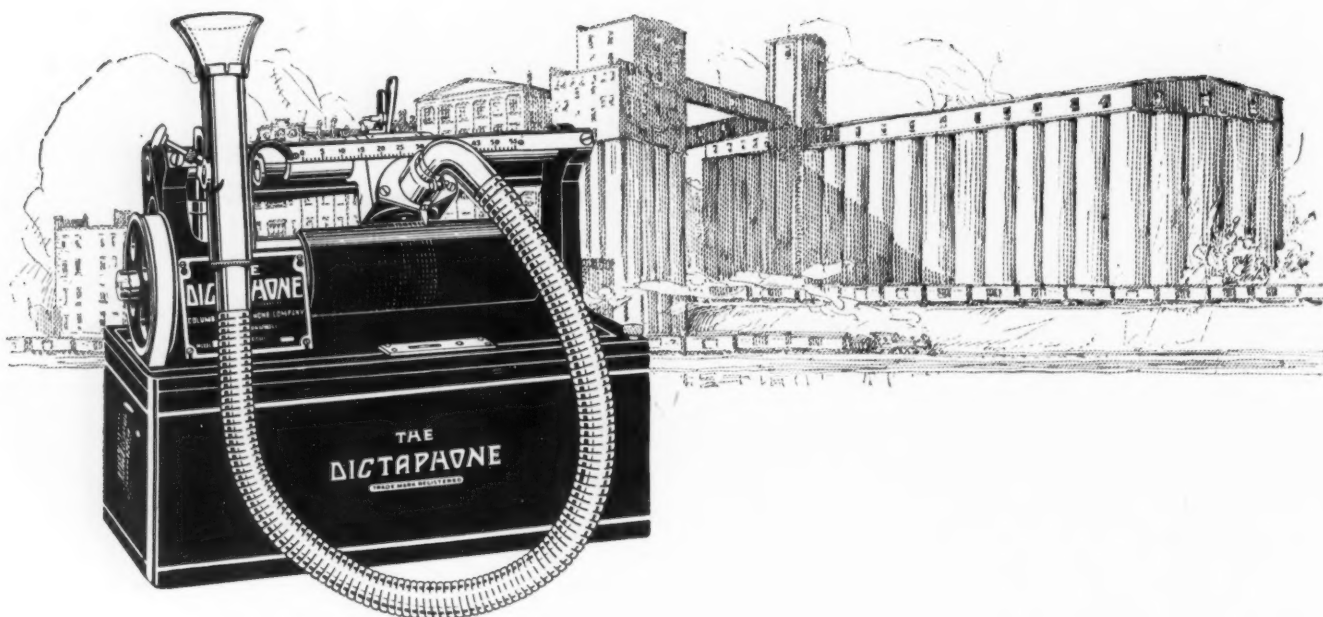
Who Reads Sales Management

Presidents, owners	7.49%
Vice Presidents	4.78%
Secretaries	6.15%
Treasurers	2.13%
General Managers	3.48%
Sales Managers	45.31%
Advertising Managers	2.63%
Misc. Executives	3.11%
Companies	9.50%
Unclassified	16.42%
Total	100%



Based on Analysis of Circulation made for the
Audit Bureau of Circulations, of which
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Twenty Five Cents a Copy



Will YOU Profit by the Experience of the Pillsbury Flour Mills Company?

The Pillsbury Flour Mills Company of Minneapolis, Minn., is using Dictaphones exclusively to handle its large volume of correspondence. The experience of this progressive concern is similar to that of hundreds of others that are using The Dictaphone; not only in the saving

of time but also in the saving of money.

Whether your office is large or small, we are ready to install The Dictaphone. Then you can judge for yourself on a basis of speed, economy, and efficiency why The Dictaphone is used daily by representative companies.

THE DICTAPHONE

Reg. U. S. Pat. Off. and Foreign Countries

"The Shortest Route to the Mail-Chute"

Western Union Telegraph Company, J. H. Wellever, Vice-President in charge of Commercial Department, says: "The Dictaphone is in extensive use in our various departments and is giving good satisfaction. After The Dictaphone was tried out experimentally in the first instance, a short experience showed it to be a time-and-money saver. Our use of The Dictaphone has grown steadily."

Hartford Accident and Indemnity Co., Hartford, Conn., A. V. Cornell, Supervisor Audit Department at Chicago, says: "The 14 Dictaphones in our Claim Audit Department at Chicago speed up letter production. They make it possible for our executives and their assistants to dictate every detail of an important subject while it is fresh in their minds. For after-office-hours dictating, The Dictaphone is indispensable."

Phone or write our Branch nearest you for convincing demonstration in your office on your work, and for Booklet, "The Man at the Desk."

THE DICTAPHONE, Woolworth Building, New York City

Branches



Akron, Ohio
Atlanta, Ga.
Baltimore, Md.
Birmingham, Ala.
Boston, Mass.
Buffalo, N. Y.
Chicago, Ill.
Cincinnati, Ohio

Cleveland, Ohio
Dallas, Texas
Denver, Colorado
Des Moines, Iowa
Detroit, Mich.
Grand Rapids, Mich.
Hartford, Conn.
Indianapolis, Ind.

Kansas City, Mo.
Los Angeles, Cal.
Minneapolis, Minn.
New Haven, Conn.
New Orleans, La.
Philadelphia, Pa.
Pittsburgh, Pa.
Portland, Ore.

Providence, R. I.
Rochester, N. Y.
Salt Lake City, Utah
San Francisco, Cal.
Springfield, Mass.
St. Louis, Mo.
St. Paul, Minn.
Seattle, Wash.

Spokane, Wash.
Syracuse, N. Y.
Toledo, Ohio
Washington, D. C.
Worcester, Mass.
Montreal, Can.
Toronto, Ont.

There is but one Dictaphone, trade-marked "The Dictaphone," made and merchandised by the Columbia Graphophone Company.

FIGHTING WASTE WITH MOVIES

HOW MOVING PICTURES effected a "painless education" at the plant of the National Cash Register Company is told by Alfred Pittman in an article contributed to *Factory* (Chicago). Many a worker, Mr. Pittman tells us, wastes time and material because he fails to realize the amount of these losses. "Preaching" has little effect, but the visualization due to the moving picture accomplished much. A few months ago, writes Mr. Pittman, John H. Patterson, president of the company, discovered that many practises in the factory needed to be corrected, and made a list of them. They were all wastes of one sort or another. All of them were

showed this impressively enough—for any one who was used to statistics. But the workmen were not; they would hardly have read them, much less got the importance of their message. The movie man, therefore, dramatized the figures as an automobile race, done in animated cartoons. There was one month when the car named Production almost—almost caught up with the one named Sales. That was an exciting moment. You wanted, especially if you were a factory man, to see Production go ahead of Sales.

"This was the first scene in the film.

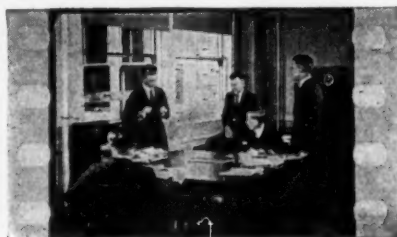
"The factory must get ahead of the selling force," the subtitle said.

"Then there was an animated cartoon to show how wastes



DRAWING PAY FOR IT, TOO.

"There are office men who have no use for a newspaper before opening time."



THEY'RE ALL SO INTERESTED!

Sharpening a pencil is such an unusual operation that the workers near by look up to see how it's done.



A LESSON IN MATERIAL-SAVING.

"The hinges are rusty in some men's backs. They drop good stock and do not pick it up."



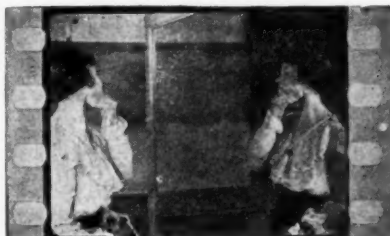
ANOTHER WASTE OF TIME.

"It must have taken lots of practise to become as expert as these men are in matching nickels."



LAX SUPERVISION ALLOWS THIS.

Crap-shooting isn't productive. "These wastes of time are the fault of foremen and other executives."



SUPPOSED TO BE AT WORK.

"That one long last retouch that costs us many thousands a year." Fifteen minutes after she is supposed to be at work.

TIME-WASTERS CAUGHT BY THE MOVIE MAN.

Illustrations by courtesy of "Factory," Chicago

bad for profits. But they were all drafts on the wage fund as well. Many of them were direct deductions from earnings, only the workers did not know it. He decided to try motion-pictures; and the result is a film of a new and significant type. We read:

"Mr. Patterson did not make the mistake of assuming that it would be enough to set a movie operator at work snapping the bad practises he had noticed. The company has motion-picture cameras and operators of its own, but he did not make that mistake. He appreciated that with movies as well as with the human voice there are a good many more wrong ways to tell a story than right ones. And so he employed a man who was skilled in getting messages across with pictures—a scenario expert, in other words—and he made it a point to get one who understood factories and was used to talking (by way of the screen) to workmen.

"This man spent three or four weeks going over the wastes, talking to the men about them, and studying their picture possibilities. By the end of that time he had his scenario. Actual movies, together with animated cartoons, were to tell the story. Then he called in the camera man.

"It happened that production in the factory had for several months been lagging behind sales. The company's most urgent problem was to get output. The figures for the last few months

come out of the fund for profits and wages. The profit-sharing plan at the National Cash Register Company has given the workmen an interest in the profits. For that reason they saw the point better in this next incident.

"An empty circle appeared first, representing all the revenues of the company. Then a segment was marked off in it and labeled Equipment and Buildings, showing the proportion of the revenues that went into them; then other segments for Interest Charges, Materials, and so on, until the last segment remaining was labeled Fund for Wages and Profits. Over a part of this last segment was then imposed a shaded area marked Wasted Time, and, following it, another shaded area marked Wasted Materials, showing how both of these cut down the wage and profit fund.

"The point here could hardly be missed.

"You pay for this lost time" is the next title, and there follows a series of actual shop scenes showing ways in which time is wasted in the factory.

"A man nods at his machine. That really has happened often enough for many of the workers to have seen it.

"There has been a steady rise in output per man at the National Cash Register Company during the last few weeks. Several factors are responsible for this, but the management is satisfied that the picture is one of them.

Jam Handy of the Bray Studios

The Bray Studios offer scenarios schemed by Jamison Handy to suit any industrial purposes and expressed in pictures of the highest known quality. Technical direction by Dean Parmelee, Ben Turbett, Lyle Goldman and Jack A. Norling.

The Bray Pictures Corporation

Eastern Studios, New York City

Sales Office, 208 South La Salle St., Chicago

Western Studios, Chicago

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Proof that Farmers Read During Summer

In order to present positive evidence proving the fallacy of a belief on the part of some advertisers that farmers do not read their papers during summer months, several association members sent out a questionnaire to their subscribers. A large number of post cards were mailed asking specifically what time of the year the most reading was done.

These questionnaires were purposely worded so as almost to suggest to the reader that probably he did not read as much during summer as the winter months. The cards were mailed out to names picked at random from lists of each southern state.

Of the replies received 76% said they read their farm paper as much during summer as any other time, that they *read it all the year around*; eight said they read slightly less in summer; fourteen that they read 10% less in summer than in winter; one replied 15% less in summer; fifteen said 20% less in summer; four said 25% less in summer; two 30% less in summer; two 35% less in summer; one 40% less in summer; one 50% less in summer; one that the advertisements were *read more closely in summer* than any other time, because that was the particular time he was interested in the advertisements and that he read them more closely.

Another one said: *"I read 50% more in winter, but get 50% more benefit from the smaller amount I do in the summer."* And still another said: "When I have a piece of work to do I like to learn just as much as I can about how to do it just before I go at it."

Many stated that in summer they read chiefly for practical information, and that the advertisements were always read.

From these replies (all of which are on file and may be seen by anyone interested) it is evident that nearly as much actual reading is done in summer as in winter and that what is done is much more carefully selected. These reports show that the farm paper looks much more important to the farmer in summer than in winter, and that in spite of being busy and tired he reads it closely, especially advertisements of articles that he needs right then in his business.

These very definite statements from the readers of southern farm papers prove conclusively that the old notion that farmers do not read their farm papers in summer and that therefore advertising can be dropped during that period is erroneous.

Such convincing information from the farmers themselves shows that it is a mistake to concentrate on the winter months and slow up advertising during the summer months. Such a practice costs the manufacturers real money and can only be corrected by advertising every month in the year.

All-year markets are already established among the farmers of the South for many lines, and can be developed for many others. The sure way to reach this big market is through the farm papers. The reader interest is constant throughout the year. If you are interested in full information regarding the \$7,000,000,000 market of the southern territory, a letter to any member of the association will bring you all the facts.

SOUTHERN FARM PAPERS' ASSOCIATION

PROGRESSIVE FARMER
Birmingham, Ala. Raleigh, N. C.
Memphis, Tenn. Dallas, Tex.

SOUTHERN PLANTER
Richmond, Va.

SOUTHERN RURALIST
Atlanta, Ga.

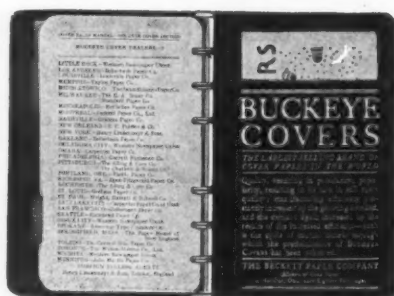
MODERN FARMING
New Orleans, La.

FLORIDA GROWER
Tampa, Fla.

SOUTHERN AGRICULTURIST
Nashville, Tenn.

SOUTHERN CULTIVATOR
Atlanta, Ga.

Will Your Catalog Stand the Test?



Competition is growing keener. The seller's market is rapidly changing to a buyer's market. The modern salesman must be highly efficient.

Not only must his goods be right—his equipment must be up-to-date, too. He must be ready to show last-minute information concerning his goods and prices at all times. He needs a catalog and a price book that always say, "Here's what we have **now!**"

How are **you** preparing for the period of decline? Are you ready to meet stiff competition? Are you helping your salesmen to establish a feeling of good will toward your house and your goods? And are your salesmen confident that you are backing them in every way?

Your catalog, printed in loose-leaf or sectional form and assembled in

Badger Loose-Leaf Catalog Binders

will help your men meet competition with up-to-date equipment. It will be up-to-date **always**. As prices or items change, the obsolete pages can be replaced by the latest ones—and the catalog will be "new" all of the time.

So that you may be able to meet even the stiffest competition with modern, efficient equipment—it will pay you to write for facts and suggestions immediately. Ask for our new Catalog Binder Section, and tell us all about your present catalog: size of page, minimum capacity, number required for salesmen and dealers, frequency of issue, etc. We'll be glad to make suggestions—to give you the benefit of twenty years of experience in the field of loose-leaf catalog building.

THE HEINN CO.



MILWAUKEE

WIS. U.S.A.

Sales Management

A MONTHLY JOURNAL
In the Interest of Better Marketing

Second Year

Volume Two, Number Ten

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Subscription Rates: Single copies, 25 cents. Yearly subscription, payable in advance, \$2.50 anywhere in the United States or its possessions; \$2.75 in Canada and \$3.00 to foreign countries. Six month subscriptions, \$1.50. When three or more subscriptions are ordered at once by the same concern a special club rate of \$2.00 for each subscription applies.

Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

Bound Volumes: No more copies of Volume I in bound form are available. Orders are now being filed for present volume ready September 1st, 1920. Over five hundred pages; bound in heavy buckram; lettered in gold. Edition limited to 100 volumes. Price (when ordered in advance), \$5.00.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can, however, usually be secured after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisements facing reading, run of paper, \$50.00 per insertion. Two-thirds page (across two columns), \$35.00; half-page special island position, \$35.00; half page across columns, \$30.00; third page, one column, \$20.00; \$2.50 a column inch. Classified advertisements, twenty-five cents per line of seven words.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

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Nearly Everybody
Worth While
Reads

Cosmopolitan



Manager's Office

The Bellevue-Stratford

Philadelphia

June 10, 1920.

Mr. J. Mitchel Thorsen,
Cosmopolitan Magazine,
New York City.

Dear Sir:

You may be interested to know that, having occasion to make inquiry at our newsstand a few days ago as to the relative sale of the various magazines, for certain purposes, I found that the Cosmopolitan has a larger sale than any magazine handled by us.

Very truly yours,

J. P. O'Connor
Manager.

JPAO'C-BA



Sales Management

A Monthly  *Journal*

Volume Two

Chicago, July, 1920

Number Ten

"What Shall We Make Next Year?"

By Norval A. Hawkins

For twelve years General Sales Manager, Ford Motor Car Co., Detroit.
Author of "Certain Success," "The Selling Process."

There is going to be a lot of red ink used in making up next year's balance sheets unless careful thought is given NOW to next year's production program. It will not do to let the production department make what it has a mind to and put it up to the sales department to unload. Mr. Hawkins, in his relations with the Ford Motor Company, practically controlled its production program as well as the sales program, so we have asked him to write this article. The action he has suggested he has himself accomplished in his Ford experience.

"A PROPHET is not without honor save in his own country." The opinion of the Sales Manager is listened to with deserved full respect everywhere except in his own house.

In too many businesses this is true. Some executives seem to try to keep their plans a dark secret from the man whom they expect to carry them out. Other industrial heads formulate their business programs without consulting the Sales Manager, and then call him in to give him, first a general direction to execute plans he has had no part in framing; and second to give him the devil and all the blame after the executive-made program has failed to work out. Very rarely is the head of the sales department commissioned as a sales engineer to originate a policy for the building and operation of a business.

Sales Managers Should Be Consulted

Even when the head of a manufacturing or jobbing house is a former salesman or Sales Manager, he is apt to hold himself aloof from the counsel of the man upon whom he counts to turn production into profits. Of course, there are exceptions. An increasing number of businesses recognize that the Sales Manager is entitled to a seat at the first table, and should not be fed with the scraps of decisions from the board of directors. It is growing more common to read on business letter-heads the name of a man, followed by the title, "Vice-president in charge of sales." But there are still houses where the Sales Manager is rated as only an upper-grade employe, and therefore is expected to take his orders from the President or General Manager.

The good salesman asks no more than a fair selling chance. He is satisfied if he has an opportunity to present his goods to an open-minded prospective buyer who has need of them. The real Sales Manager is a master salesman himself. His "goods" are ideas about all the factors related to marketing. His ideas are the result of hard thinking and hard working in the sales field. He, alone, in the business organization can bring to the council table the viewpoint of the customer. His vision is not cramped by the limit of factory and office walls. It includes within its scope all the territory served by his house. He feels himself entitled to sell his ideas "inside" just as his men claim the right "outside" to approach any prospect.

Who Pays Your Salary?

The ordinary President, General Manager, or corporation Director, however, usually discounts most of the Sales Manager's estimates. Instead of being appreciated as the man of farthest and widest vision in the organization, the Sales Manager is often regarded as a mere "visionary." Self-centered executives, with one eye fixed on a policy of miserly expenditures, and the other eye popping out with eagerness for maximum profits, do not want to be shown the customer's viewpoint. When the Sales Manager takes his stand for a square deal to the buyer first, last, and all the time, the President is apt to bristle and snarl, "Who pays you your salary?"

The Sales Manager knows that the customer pays his salary, as well as all the profits the house makes. He knows that every step in business, from the organization and financing of a house,

the employment of an operating force, the purchase of equipment and materials, the production and handling of goods, their distribution, and the administration of the business—each and every step has one ultimate object, profits. There can be no profits from industry until sales are completed. Is not the profit-maker deserving of honor? Should he not participate from the beginning in the making of every important business plan, since his efficiency in the performance of his function is affected by every factor that enters into the business organization and operation?

The purpose of any industry should be the satisfaction of human needs of one kind or another. A business based on the intention to supply real wants is soundly founded. Yet every year firms and corporations are organized to produce goods that are not needed. Continually there are produced and offered in the markets of the world things for which there either is practically no want, or a want so limited as not to justify the quantity of goods produced. And even in businesses that are generally considered well managed and efficient, the demands of prospective customers are disastrously misjudged.

Your Budget Task This Year

It always has been considered an indication of ignorance or stupidity to hitch the cart before the horse. Yet in many businesses that is done by habit. One of the plainest rules of industrial common sense is that the field of sales should first be surveyed and thoroughly comprehended before any other step in business is taken. A corollary of that rule should be that no important business decision should be made without

the participation of the executive of the sales policies of the house. "Prevention is better than cure." The practice of consulting the Sales Manager in the first instance would save a tremendous amount of red ink used on profit and loss statements.

During the last few years the production manager has been glorified. And what a mess he has made of his job. The production machinery of industry never has functioned so inefficiently as it does now, after the production manager has been allowed long, free sway in business. But the pendulum is swinging back. We are entering the buyer's market. The salesman and the Sales Manager who were often shoved aside as "non-essentials" in recent years, are being called back to their posts on the firing line. Business is re-discovering its vital needs for expert profit-makers. Now is the time, and the sales executive is the man, to sell presidents and boards of directors the fundamental idea of business, that the profit-maker is not a minor cog of the industrial mechanism, but the basis upon which alone can the machine be made to function efficiently.

Do not grumble that you are fed only scraps. Do not expect the boss to invite you of his own will to sit beside him on terms of equality at the board of directors. It is part of your job to sell yourself into a seat at the first table. You know you are needed there. It is your business as a salesman to satisfy wants. Handle the head of your house as a prospect. Disclose to him his needs for you as a counselor. Then convince him that you can supply what he lacks. Closing the sale of your ideas to him will be just a matter of skillful selling.

Society of Sales Executives Debate Price Issues

The subject of paramount interest to members of the American Society of Sales Executives, who held their semi-annual meeting at the Edgewater Beach Hotel in Chicago on May 24th proved to be the relation of the sales department to the production, and other executive branches of the business. The various phases of the price situation were also discussed at length, such as marketing goods on a declining market, protecting jobbers and dealers' stocks against decline in prices, and the problem of marketing trade-marked articles at a higher price while competitors do not advance prices proportionately.

In connection with the matter of guaranteeing prices against a decline, Mr. Rohrbach read a paper by W. B. Colver, member of the Federal Trade Commission, handed him a few days previous in Washington. In this paper Mr. Colver denies that the Federal Trade Commission has condemned guarantee against price decline. He stated that the Commission has neither condemned nor approved it. He pointed out, however, that a great many com-

plaints had been received and that as a basis for a thorough examination of the question the Commission had issued formal complaints in a few typical cases and invited the widest possible discussion. He also said that thus far thousands of briefs and letters have been received from merchants and manufacturers and that when these can be digested public hearings will be held.

Other matters discussed at the meeting we are informed were to what extent should the sales manager's divisional assistants, or those charged with marketing specific products be familiar with costs of the product and help in establishing prices thereon. Another matter that provoked a lively discussion was the amount of time a sales manager should spend on the road maintaining contact with the trade throughout the country. In one of the afternoon meetings the matter of selecting salesmen by means of psychological and scientific tests was taken up. Professor Walter Dill Scott was present to explain his plan, and all the members present took the test for mental alertness. George W. Hinman, former editor and publisher of the Chicago *Inter-Ocean*, predicted that a show down fight with the radical element of organized labor was inevitable if the manufacturer and business man wishes to avoid being squeezed off the board.

Those Who Attended

Following the custom of the Society all business meetings were closed to outsiders. At the evening sessions branch managers for member concerns and guests were invited. Out of the twenty-five memberships at present authorized under the by-laws, twenty-one members were present at the Chicago meeting. Those attending were as follows:

C. F. Abbott, Director, Publicity and Sales Research, National Aniline & Chemical Co.; E. G. Biechler, Sales Manager, Delco Light Co.; G. R. Cain, Swift & Co.; D. J. Campbell, General Sales Manager, Dodge Sales & Engineering Co.; George H. Charls, Vice President, Berger Mfg. Co.; M. L. Havey, Sales Manager, Cheney Brothers; Norval Hawkins; W. R. Hill, Vice President, Isko Co.; George W. Hopkins, General Sales and Advertising Manager, Columbia Graphophone Co.; T. F. James, Sales Manager, Brown Shoe Co.; M. B. Kerr, Director of Sales, The Northwestern Knitting Co.; Fowler Manning, Director of Sales, Diamond Match Co.; F. W. Nash, Manager Food Dept., General Chemical Co.; Henry Rawle, Vice President, The Celluloid Co.; L. C. Rockhill, Sales Manager, The Goodyear Tire & Rubber Co.; Winslow Russell, Vice President, Phoenix Mutual Life Ins. Co.; G. W. Spahr, General Manager, Computing Scale Co. of America; H. T. Walsh, Vice President, Sullivan Machinery Co.; H. D. Whittlesey, Managing Director of Sales, The Sherwin-Williams Co.; C. K. Woodbridge, Sales Manager, The Dictaphone Co.; C. H. Rohrbach.

Truth About the Foreign Trade Outlook

The tremendous exports of merchandise enjoyed by the United States during the year 1919 undoubtedly led many people to believe that we had established a large and permanent Foreign Trade. Some manufacturers whose products went abroad last year in large quantities may have neglected to inform themselves as to what made these exports possible.

Loans by the Federal Treasury to Foreign Governments during the year amounting to more than 24 hundred million dollars had much to do with the export totals of 1919. The establishing of dollar credits in Europe amounting to nearly 750 million dollars for the maintenance of our Expeditionary Forces still in Europe was another factor which made large exports possible by providing Europe with the means to pay for these exports.

Sales of Government supplies to the amount of nearly 700 million dollars on credit to the nations of Europe, making it possible to leave this material in Europe instead of returning it to the United States to compete with similar goods offered for sale, was another uplifting element in American trade. Credits in the form of relief funds to the people of Europe amounting to 100 million dollars was a further factor in the increase of exports of merchandise.

These items created a direct credit in favor of Europe amounting to 3,237 million dollars which, coupled with the indirect credit, provided a balance of more than four billion dollars or almost exactly the amount of our favorable Balance of Trade for the year 1919.

To put the matter in more brief and understandable language, by buying goods in Europe to the amount of nearly four billion dollars and by providing credits for Europe to the amount of four billion dollars, we completely financed our exports of 1919 amounting to 7,921 million dollars. We are in no position to repeat the operation in 1920 and the bulk of our exports must be financed either through the purchase of merchandise in Europe for import to this country or through financing by private individuals and corporations.

The postponement allowed to European countries on the payment of interest on our loans to them, amounting to 324 million dollars last year, can be brought to the aid of exports this year in no larger amount. It is hardly possible that Federal aid through the War Finance Corporation, the deferment of interest, etc., can amount to more than one-quarter as much in the year 1920 as the 1919 total. This means, of necessity, greatly increased buying of European goods on our part or considerable financing by privately owned corporations or both and, after all that can be done has been accomplished, it probably also means a marked decline in our merchandise exports as compared with last year.

—Report of Central Trust Co. of Illinois.

When the Big Fellow Cuts Prices

Like every other publication worthy of the name we get numerous requests from subscribers for specific information on some common problem. We are always glad to answer such letters to the best of our ability. But some of them are pretty big orders—for example the one shown here. When the problem has a common range of interest we are always glad to put it up to sales managers who might be qualified to answer it. If you have any views on the subject send them along.

A Matter for An Executive To Handle

By Harry J. Winsten

Manager of Sales and Advertising, H. Black Co.,
Cleveland

REFERRING to your letter of June 1st, that is a mighty big problem you handed some of your subscribers. Personally I never liked to answer a question of this character without knowing more of the real facts that have to do with the individual case. It is the sort of thing you can theorize about and handle in a general way.

Where the problem in question does not cover the entire country, it is much wiser to have an executive of the company make a personal call on the big dealer. I find generally that the big dealer is perfectly willing to co-operate if it does not appear that he is being dictated to. Where the big dealer positively refuses to listen to reason, I think there is only one alternative.

If price maintenance is vital to the issue in question, the big dealer who refuses to protect the general interests of all retailers should be eliminated, for surely that general interest is to maintain a reasonable profit. It is no worse to profiteer than it is to depreciate in the minds of the public and the general distributor the good-will of a manufacturer. One thing is certain, that if the big fellow does not raise his price to make a normal profit, the small dealer must eventually lose his normal profit.

Generally speaking, the small dealer can afford to take a lower mark-up than the big fellow. Oftentimes the small dealer can undersell the big fellow, except where the big fellow insists upon cutting the price below his normal profit. In fact, in many instances the big dealer has made the price without consideration of profit, in order to stimulate business in that particular direction.

If the manufacturer does not want to see his business dissipated he must protect a great majority of his small dealers against the cut-throat competition of the big dealer

who insists on reducing the price beyond a normal profit, even if his procedure requires the elimination of the particular big dealer who will not cease selling the article at a figure below the normal profit.

The whole proposition is one that requires exceptional tact in its handling. I do not believe it can be handled by ordinary methods of correspondence, but requires personal contact and unusually constructive selling power to put it over.

I am convinced that a great many concerns lose a vast amount of money because they do not assign matters of this kind to executives.

How I Handled a Similar Case

By H. R. Way

Sales Manager, Van Camp Products Co.,
Indianapolis

WITHOUT having more specific information than your memorandum as attached to your letter dated June 1st exhibits, I am inclined to the opinion that the sales problem in question has been brought up only in isolated instances, and does not therefore present the general condition of the article over the entire area covered by their sales.

I have arrived at this conclusion because I must assume that the complaint, as outlined, would not have been permitted to run into a general widespread situation. Present times are abnormal, and because they are abnormal they are not permanent, and because they are not permanent is the reason that the manufacturer, in my opinion, should not assume responsibility as to prices.

Back of the goods covered by your memorandum, on account of their having been sold a great many years, and again because they are standard advertised articles, there must be a consuming demand, which is certain to outlive the situation as described, and which, I assume, is not widespread, but is rather, as stated above, confined to a few accounts.

Recently I was confronted with identically the same situation, and a copy of my letter attached will show you just how much it was handled. For your information I will add that the buyer, who in this instance complained, has continued to actively distribute our products:

Dear Sir:—

This acknowledges receipt of your communication dated February 7th, to which was attached an advertisement which listed our Van Camp quality Evaporated Milk at what appears to be an exceptionally low price to the consumer.

Can we suggest without being misunderstood that Cut Price stores are an established fact, in that they have always existed in all trades and always will?

Here Is the Problem

AN ARTICLE was sold for a great many years at a standard, advertised price.

This article slowly but surely advanced until the price was about 120% more than former price.

When last increase in price became effective, which brought total increase to around 120%, many dealers refused to advance the retail price any higher with the result that the price situation was split.

The article in question is a staple and is necessary in every retail store catering to this particular line of trade or to any particular line of trade.

The manufacturer is placed in this position—a large number of very large stores are selling the article at a smaller price than it should be sold to give them a fair profit.

The question that comes up is this—what effect will this situation have on the small dealer? Will he reduce the price to meet the big dealer's competition or will he uphold price with fair profit, etc., etc.?

The big problem is this—assuming that the big dealer who does business in the millions continues irrespective of wholesale prices to sell this staple article at present price, and small dealers generally do the same thing, what effect generally would this have upon the dealer's attitude towards the article itself? Would he try to sell it? Would he display it? Would he give it a prominent position in the store or would he become disgusted with it and take the stand that it wasn't a profit maker anyway? Would he only sell it as he had to?

The thing divides itself into two problems—getting the big fellow to raise his price so as to make a normal profit and getting the small dealer to uphold his price even though the big fellow still continues to cut the price. This problem has been handled in many businesses particularly in the wholesale grocery line and in the drug game. Certain chain stores have always cut the price of a staple as a "drawing card" or a "leader." These houses have used a certain type of salesmanship and propaganda with their sales force and with small dealers to combat price cutting of the big operators and, as I understand it, they have been fairly successful.

It is in reality an old scheme of trading to advertise and sell one article at a loss to attract trade for other articles. The dry goods dealers do it. The furniture stores do it. Jobbers and retailers everywhere do it and always have, and always will do it.

The Cut Rate stores nearly always use as in this case the best goods with a good reputation, for their advertising "Leader." If all the retail grocers established in the neighborhoods and towns best suited to serve their neighborhood and home trade, and giving neighborhood and home trade accommodations should decide to discontinue selling all of the articles that are sold at Cut price by the Cut Rate stores, the neighborhood grocer's stock and trade would shortly be reduced to nothing. He would automatically go out of business and thus all the trade would go, of course, entirely to the Cut Rate and Chain stores. It is not hard to imagine that such a result would be highly satisfactory to the Chain store.

The home trade and neighborhood grocer has a legitimate place and function. He delivers, credits and gives all manner of personal and special service that the Chain or Cut Rate store does not give. None but himself can put him out of business.

The only course any one in trade can pursue is to continue to buy and sell goods of national reputation wherever possible, at fair and equitable profit, with as much calm and good sense as one can maintain in these excitable times, without being carried away one way or the other by what others do or do not do.

Price Maintenance Doesn't Bother United Drug

By H. L. Simpson

Sales Manager, United Drug Co., Boston

REPLYING to your letter of June 1st regarding the cut-price situation that one of your subscribers is facing, will say that from actual experience I am a very poor man to answer this letter because all of our merchandise is sold to our people with the definite understanding as to what the retail price shall be, and it is always maintained.

I know what our 8,000 men are doing if an item is being sold at a cut price by department stores or big chain stores. They are not giving it any publicity whatsoever, and in many cases are not showing it anywhere and sell it only on demand, and then they have used all their resources to sell something on which they do make a profit.

This man who has sent you this problem to solve well knows that if all the merchandise was to be sold at no greater profit than evidently this particular article is showing, no man could stay in business but a short time. I think furthermore if the facts were known that the big man, or the chain store is getting a much better price than the small buyer which enables the chain store to sell at a cut-price and then make as much in percentage as does the smaller dealer when he sells at the full retail price which of course is demoralizing to the small town man.

The government allows a manufacturer to sell his goods to only such retailers as will get the suggested retail price. That is one way out, but surely he cannot expect the little man, the

small town merchant, to feature his goods when the big fellows are selling for a much lesser price.

What People Spend for Luxuries

Uncle Sam's luxury bill, according to the records of the collector of internal revenues amounted to twenty-two billion dollars last year! While it is an open question whether all the items enumerated are really luxuries, the claim has been advanced that the much discussed high cost of living is largely composed of these items amount to \$22,700,000,000. The figures as compiled and classified by the secretary of the treasury are as follows:

Automobiles and parts\$2,000,000,000
Toilet soaps 400,000,000
Pianos, organs and phonographs 250,000,000
Chewing gum 50,000,000

Candy 1,000,000,000
Cigarettes 800,000,000
Soft drinks, including ice cream and soda 350,000,000
Perfumery and cosmetics	.. 750,000,000
Cigars 510,000,000
Tobacco and snuff 800,000,000
Furs 300,000,000
Carpets and luxurious clothing 1,500,000,000

Devil Dogs For Salesmen

The latest recruiting announcements of the U. S. Marine Corps play up the educational opportunities offered by that branch of the service. "Join the marine corps and learn to be an electrical engineer, salesman, automobile mechanic or a plumber." Courses in these subjects, it is explained are given free to marines and carry with them Marine School Certificates. The course and methods of the International Correspondence Schools are used.

Business Today Demands Broader Plans

Today's problems in every business call for a more deliberate judgment than ever before because they look further into the future and involve new foundations for greater expansion.

It will be interesting and perhaps illuminating to discuss with a representative of George Batten Company matters of policy and fundamentals for future big business.

If you should wish to go further than this preliminary talk, the actual study of your problem will be done by an organization equipped to render greater service and sounder advice than any individual. Let an interview with George Batten Company be a part of your plan for determining future policies.



GEORGE BATTEN COMPANY, Inc.

William H. Johns, President

Advertising

10 State Street
BOSTON

381 Fourth Avenue
NEW YORK

McCormick Bldg.
CHICAGO

U. S. Rubber Loses Trade Mark Fight

The United States Rubber Company is planning a far greater family of products—said by some to include even leather shoes—felt the need to select and protect a sales seal that would cover the whole line, however varied it might become. It applied for registration of its well-known U. S. medallion trade-mark, which it had been using under the ten year proviso in the trade-mark law for more than ten years prior to 1905. Its experience at Washington will prove interesting to others who lean toward the use of public insignia in trade emblems.

THE United States Rubber Company has just hit a snag in extending its U. S. medallion trade-mark to its entire family of products. It has been told by the Court of Appeals at Washington, the highest tribunal empowered to review patent office rejections, that no exclusive sales rights can be founded upon public insignia. Other manufacturers have been told this before, but the case of the United States Rubber Company makes the issue so clearly defined that it is of great significance to the readers of SALES MANAGEMENT.

The outcome of the effort of the United States Rubber Company to pivot its sales campaign on "U. S." is eloquent of the inability of a business house to establish private title to public insignia, even if the business house is in a peculiarly advantageous position,—is entitled to special privilege, as it were. Were any newly-formed sales company to enter the field today with the abbreviation "U. S." as part of its corporate name it would stand no chance of obtaining registration for the name at the U. S. Patent Office because of the iron-clad prohibition of public insignia. But the United States Rubber Company, as it happened, was entitled to special indulgence because it adopted its name more than ten years prior to the year 1905. Thus it came in for the concession which our trade-mark laws make, to old-established business houses, under what is known as the "ten year proviso," and in exercise of that privilege it registered, some time since, the words "U. S. Rubber Company."

How Patent Examiner Reasons

With side lines running far afield and others in prospect, it was natural and logical that the corporation should, in rejuvenating its business badge, stress the "U. S." and subordinate the other words appearing in the design. It was just this logical maneuver, however, that begot the stern reminder that no private sales interest can make claim to any insignia that Uncle Sam claims as his very own. The U. S. Examiner of Trade-Marks was the first Federal censor to proclaim this principle in the present case. Analyzing the Rubber Company's familiar medallion with its black center and white annular border he came to the conclusion that "U. S." is the predominant feature. The prominence given these letters by their arrangement on the black central disk, the relative size of the bold white letters and their contrasting color all combined, in the estimate of this arbiter, to render the other words in the composition "insignificant and practically negligible."

Essaying the sales slant in considering the candidacy, the Examiner at the Patent Office reasoned that it would be the bold letters "U. S." that would immediately attract the eye and fasten themselves in the mind of the observer. Goods bearing the insignia would, the Examiner felt sure, be known to consumers or prospective customers as "U. S. Brand" and the mark would be so recognized. In short this specialist on the mediums of sales guidance deduced that the commercial signature here involved is primarily and essentially "U. S." It would, he estimated, so impress the average purchaser, giving the inscription on goods the ordinary degree of attention, and he felt sure that this was the impression that such marking was intended to convey.

"U.S." Suggests Government Endorsement

If "U.S." was all there was to a selling handle, the gate keepers at the U. S. Patent Office had no choice but to deny it admission. It is not as though this was the first case in which a trade-mark having the letters "U.S." prominently and distinctly displayed have been declared to be objectionable because application of such a mark might tend to indicate that the goods to which it was applied had received the approval or sanction of the United States Government. United States Sanitary Manufacturing Company, William A. Davis Company, Grinnell Willis & Co. and Hammel, Riglander & Co. are other prominent sales interests whose plans have gone awry from similar causes, although, as has been stated, none of these cases present the whole broad issue in the clean cut fashion of the current incident.

Fortunately for a conclusive determination of this moot question of public insignia, the United States Rubber interests did not accept passively the negative answer given at Washington and in connection with the appeal of the case from one tribunal to another, every debatable element was thoroughly canvassed pro and con. The United States Rubber Company conceded that the salient feature of its coat-of-arms resides in the letters or initials U. S. but argued that it was clearly within its rights in emphasizing this salient feature by enlarging it, inasmuch as the "U. S." constitutes the only difference between this firm's cognomen and the name of any other rubber company.

From the standpoint of the sales manager, however, who is desirous of knowing just where the line is to be drawn on public insignia, the most illuminating feature of the current quest has been

found in the raising of the question whether any and every use of the character "U. S." in connection with a corporate name is henceforth liable to limit the good will protection that its owner can invoke. The rubber company has insisted that in its marking of goods and in its sales literature the character "U.S." is so closely associated with the remainder of the name of the company that no observer could fail to see the connection and that the added features are sufficient to appraise any observer at once that it is not an insignia of the United States Government. In other words, it was urged that a design should be regarded as a whole and its entire effect determined.

As indicating that it would constitute an overturn of heretofore prevailing practice if sales insignia be rejected at Washington merely because it incorporated the character "U. S.," the Rubber Company has brought up the circumstance that in the past Federal certificates have been issued for numerous names that include the initials "U. S." or the character "U. S." or even the words "United States" provided other words were present to indicate that it was not the United States Government that was referred to. A case in point was the registration issued to the U. S. Steel Furniture Company and there was also instanced the case of the United Grocery Company and finally that of the Detroit Chamber of Commerce which gained sanction for what it was, at one time, thought might become our national trade-mark, viz the outline of a shield and the letters "U. S. A."

Exceptions to the Rule

The resolute Examiner of Trade-Marks promptly countered however on the argument that others had "pointed the way." He figured that in the cases of concerns such as the United States Steel Furniture Company the letter "U. S." or the words "United States" had been given no such prominence as in the emblem of the rubber company and he intimated that it was a case of thus-far-and-not-farther. He also pointed out something unknown to most of the interested onlookers at this animated dispute over public insignia, namely, that earlier registrants have, in a number of instances, obtained governmental authentication by the expedient of "disclaiming" public insignia. Thus, in the case of the Detroit Chamber of Commerce design no credentials were issued until specific waiver had been made of any claim to the letters "U. S. A."

A novel kink in the public insignia proposition,—but a very pertinent one is this militaristic age,—was revealed when

the Assistant Commissioner of Patents was called upon to review the findings of his subordinate. He concurred in the rejection of the U. S. Rubber Company's symbol but he did it on the ingenious reasoning that to condone the use of the proffered design would countenance infringement of features of the uniform of American soldier. The official higher up at the Patent Office said that there was no question but what the U. S. Rubber Company's medallion simulates the ordinary soldier's brass button or collar mark. He went on to say that it was quite immaterial that on close inspection it can be seen that the medallion is not a soldier's button but refers to a rubber company. In summing up his finding, moreover, the then acting head of the Patent Office swept aside any supposed precedents for lenient treatment of "U. S." with the remark that if the Patent Office had made mistakes by registering such marks in the past it should by no means repeat the mistakes.

Court of Appeals Says "No!"

Determined to fight to the bitter end for its widely advertised sales symbol the United States Rubber Company carried its grievance to the Court of Appeals at Washington, the highest tribunal empowered to review rejections at the Patent Office. Here, to the eternal enlightenment of marketing executives, the issue was even more sharply drawn. For one thing, the rubber company underscored the fact that in all previous cases in which the letters "U. S." have been held to be non-registrable as simulating public insignia, they were not accompanied by other matter negating their usual significance as public insignia and in some cases they were used arbitrarily and did not form part of the name of the proprietor.

Raising the curtain on modern conditions of sales policy and practice, the United States Rubber Company also detailed to the court that it controls a large number of subsidiary corporations through ownership of capital stock, these associated corporations manufacturing various classes of goods for the parent company's account. For all that the subsidiary corporations continue the use of their various brands and marks the United States Rubber Company considers it desirable from the standpoint of the purchasing public as well as from its own standpoint that consumers be informed that all the allied corporations are in fact subsidiaries and that the United States Rubber Company stands responsible for the goods that are sold by them. For this reason, the company confesses, it adopted the medallion which it places on all goods in addition to the marks indicative of specific origin.

Incident to the main issue the question was raised very pointedly whether the insignia "U. S." does in reality, correctly, designate our national government. This is a riddle that manifestly is of moment to sales managers who market products overseas. The United States Rubber Company feels that inasmuch as the Department of State has found it necessary to insist upon the designation United States of America in order to distinguish this country from

the United States of Brazil and since in some foreign countries this republic is known as the United States of North America, it is scarcely consistent to claim "U. S." without the "A" as public insignia. The Patent Office officials, however, brush aside this hair-splitting distinction. They hold that whereas "U. S. A." may be the official abbreviation, the fact that our country constituted the original United States, that the insignia "U. S." is sufficient to identify property belonging to the government, and that the general public universally regards "U. S." as an abbreviation for United States of America leaves no room for argument. In saying the last word in the dispute the Court of Appeals upheld the Patent Office. The judges agreed that the meaning of "U. S." is too clearly established to permit the registration of any design that has this inscription as its most prominent feature.

Things With a "Kick" are Scarce Nowadays

"We subscribed to your magazine, SALES MANAGEMENT, some time ago, being under the impression at the time that this magazine was a good deal like others we know of which are full of mere 'bull' of not much value to a sales manager. However, we were a good deal like the man who was willing to try anything once, so we sent you our subscription.

I am very glad to say that I regard SALES MANAGEMENT as having the proper 'kick.' Any sales manager who isn't able to secure and put in operation one or more good ideas from each issue of your magazine is certainly slow and ought to buy a good tonic and go to the mountains for a month."—G. W. Dumont, Sales Mgr., American Law Book Co.



THE PAY-STREAK

A factory is like a mine
—a lot of unprofitable meal-ticket
work must be done in the search
for the pay-streak.

We're rather good at finding pay-
streaks—42 years (combined) expe-
rience has given us a nose for them.

During the last 2 years we have
all been placer-mining on EASY
STREET. That's all over—takes
digging now!

MAY WE DIG FOR YOUR
PAY STREAK?

A brief conference with you,
please—just to sharpen our wits.

GREIG & WARD

Advertising

104 SOUTH MICHIGAN BOULEVARD
CHICAGO

Six Men Who Might Have Been

By W. Livingston Larned

Mr. Larned needs no introduction to the readers of business magazines. He knows human nature, just as well as he knows art, and best of all he knows how to write interestingly about both. In private life he is vice-president of the Ethridge Association of Artists, New York City. His hobby is editing the Ethridge house organ, "The Black Sheep." If you haven't seen a copy of "The Black Sheep" you have missed something. It is the snappiest, liveliest, breeziest house publication we have seen in many a day.

PETER SANDERSON.

Peter, when he first came to work for us, seemed the living embodiment of a Thousand Virtues. He was neat in appearance, pleasant to meet, young, alert and with inborn sunshine. We never saw Peter frown. Before his hand ever opened the front door, you could intuitively feel the presence of a smile.

He came on as a city salesman and had local territory to cover only. In that first interview with the head of his department, he asked permission to "just hang around the shop until he became acquainted with our ways and men and habits." It was a perfectly natural request and it was instantly granted.

During those two weeks, he endeared himself to all of us. He got to know all the young ladies by their first names, and all the men ditto. Peter was not brazen, not impudent, not too cocksure. He was tremendously human and likable.

The third week, he brought in an order and we were very certain he would develop into a star. He possessed so much that most of us lacked. As we sum up his virtues, even now, we are inherently jealous of him.

Then, very gradually, the spot in the apple became apparent. Peter was what, for lack of a better name, we might term an "Office Lizard." His weakness was an aversion to going out . . . hitting the broad highway . . . pounding the pavement. If it rained, it was too nasty to be on the job. If it was warm and sunny, he was afraid of sun stroke.

Peter did not lack natural ambition. He could sell anything to anybody, but he simply would not exercise. He loved the indolent ease of the office so well, that he hung up his hat at nine A. M. and left it there until noon hour, repeating the dose in the afternoon.

He could find more excuses to sit around the office than any other ten men we have ever seen, and his excuses were hideously valid. Occasionally he would telephone, then he would write a letter, then he would talk around the office, from desk to desk. And always that tempting, sunshiny optimism of him won our sympathy. He was "good company."

At the expiration of six months, Peter was fired. Even the Boss disliked to do it. It was like kicking out an angora cat or an affable puppy that your boy brings in from the street. There was a hurt look in his eyes until he went down the elevator. But the

trouble with Peter was, that he spent so much time inside the shop, he could not possibly land any orders. There are a great many Peters in the business world. Something snaps in their brain, when the need to go out and really work comes up. The last we heard of Peter, he had secured another similar position with another good firm. He has always done this and always will. Any business man would try Peter once. But six months is his limit.

* * *

BARKER K. DUNKIN.

To sell goods and keep them sold, you must have a square chin and a firm, unbending confidence in yourself. There is a certain amount of hypnotism in salesmanship. You can literally MAKE the other fellow see it your way.

But there is a line beyond which it is never safe to go. This hand is decidedly easy to overplay.

That was Barker Dunkin's trouble.

A fine big chap, with the jaw of a steel-worker and whiskers that needed shaving every day, Dunk weighed something like two hundred pounds and wore his clothes like a Gladiator. He had been mixed up with men and problems all his life and you could not fool him. At night, long after other chaps were in bed, Dunkin read the sort of books that help a business man . . . an order getter, a modern hustler.

He was a college graduate and had been halfback on the football team. No one in our organization ever doubted his personal ability, his equipment. His brain rang true as tempered steel.

However, Dunk came a cropper in our place as he had in every other he occupied. And it was perfectly easy of analysis, once you watched his method of procedure. He was an excellent first-time salesman, but he did not "wear well." He got on your nerves, because he was a little too obstinate.

There was no such thing as compromise where Dunkin was concerned. If you did not agree with him, he flushed up, smiled sarcastically, and put you down as a damned fool. Occasionally, you know, people have opinions of their own. They even have a perfect right to them. Dunk did not think so.

If you agreed with him, it was all melody and clear sky. But if you crossed him in an argument, his temper bubbled to the surface, like volcanic lava. There was a sting to it that hurt. In other words, he always insisted upon having his own way, whether it disagreed with the client's ideas or not.

His pet assumption was that you must drive home your ideas with sledgehammer blows. He never gave an inch.

The consequence was that he lost more business than he brought in. Prospects were afraid of his sharp tongue and his sublime self-assurance. Rather than get into a controversy with him, they took their business elsewhere. He suffered a stroke of apoplexy not long ago and is on a little Florida farm that he bought when he was on the top crest.

* * *

BOB HARPER, ESQ.

Mr. Harper was the head of one of our important departments. He was an earnest, sincere, intensely positive man, who did not believe in the old idea of "human nature," and who gave you the feeling, that even when business was good, it should be better.

Once a week, he insisted upon getting all the men of his department in the big front room, and talking matters over with them. But never, to our knowledge, was he constructively pleased. Here was his great error: he thought the best way to spur men on was to tease them, to make them feel as if they were not doing their best, to make them walk out with their heads down and their tails between their legs.

If a fellow got a certain price for goods, it might have been better. If he landed such and such an order, he might have made it larger. If he got one new customer, he might have gotten ten.

As a consequence, his men went in to those meetings in much the same spirit a boy tackles his first day of school. They knew, before-hand, that no good word would be said. It would be Blame, doubly-distilled. There was no such thing as pleasing B. H. If you had captured a gun emplacement it might have been the entire battle field.

Harper seldom smiled. He took life and business very seriously. Cubs, coming into the shop, were frankly afraid of him. He impressed it upon them that they WERE cubs.

He was an efficient man, earnest and a hard task master on himself. He thought nothing of an eight A. M. to 11:30 P. M. schedule, if work accumulated on his desk. It was Harper's analysis of humankind, that every fellow accomplished less than half of actual capacity.

The day that young McMillan landed the Perry-Hanlon contract, following a year of unsuccessful solicitation on the

part of others, B. H. did not even smile, when McMillan went to tell him of the good luck, all enthusiasm and happiness, over what was really a business triumph.

"They were right to come to us, anyhow," said B. H. grimly, "they had to have our goods. You could have raised that price ten per cent if you had only tried."

Ten minutes later, young McMillan walked out of the place and took the order with him. He did take time, however, to look through Harper's door and call: "I think you are the meanest white man I ever met."

B. H. was eased out of the firm and his job, at the start of the new season. He was getting less out of men right along, not more, and the directors of the company soon discovered it. No good business man wants to have a professional Discourager around the place.

* * *

"CHARTS" NAMARA.

Howard L. Namara was nicknamed "Charts," by his associates, because of his abortive sense of system. He always overdid it. The most simple and obvious business operation must go through a long, devious, complex maze of routine, if Namara had anything to do with it.

In his own department, he could not keep a secretary, and his stenographers generally remained with him no longer than a month. He wanted them to operate their private lives by chart. All the commonplaces of existence were reduced to mathematics by Namara, and casual conversation was couched in ritual. It would not have been so bad, had he confined this hobby to himself and his own duties, but Namara was for snarling the entire place up in red tape.

He it was, who put the Time-Cost card system in Department K. Every worker was supposed to make definite entries on the cards and they soon became bookkeepers, rather than producers.

Namara invented an amazing chart, that covered an entire wall, by which any job in the shop could be traced, and its progress registered. There were sets of colored lines, and when the primary tints gave out, he used letters of the alphabet and numerals, and then ancient Egyptian hieroglyphics. That wall chart was a living embodiment of Namara's brain. Nobody was ever able to understand it, although they really tried.

The printers thought Namara a "Bug," for he sent them perfectly astounding forms and charts and cost sheets to set up, with specific instructions as to mauve, light green, red and vandyke brown ruled lines. Five shelves, in the wrapping and supply room, were piled with dusty and discarded forms that had been tried and found pathetically impractical.

His own personal filing cabinets were mystic mazes. The ever-changing private secretaries and stenographers of his department attempted to follow

Namara in his complex operations, but always gave it up as a bad job. The funny part of it was that if you asked Namara for a certain letter, or piece of office information, it would take him from a half hour to three quarters to trace it down.

His experiments cost our firm a little over nine thousand dollars in a year and a half. The last we heard of him, he was filling the Librarian's chair in a small New Hampshire town.

* * *

LOUIS REED MANN.

Louis made friends quickly, but business soon learned to mistrust him. He seemed to be afraid to stand by his own convictions.

His idea of clinching a sale was to always agree with the other man. In other words, he never disagreed with the opinions of his clients. He had read in a book somewhere, that this was the way to practice diplomacy in business. The author who penned the misleading paragraph did a great injustice to Louis.

It was no mental or spiritual exhilaration to converse with Louis. There was no come-back, no resiliency, no sport in the game. It was equivalent to talking to yourself.

Louis overlooked one vital point: Occasionally a business man deliberately sends out feelers, during a conversation. He makes stupid suggestions and abortive recommendations, just to test the mettle of the fellow on the other side of the room. Louis always cheerfully agreed, not realizing that these were shrewd traps.

His ideas were never given high valuation, because there was no assurance that they were sincere. He was a human Echo, your own voice, returning to you, from across the canyons of barter. He belonged in the Alps and would have made a superlatively fine Yoedler.

Regardless of any personal opinions he might have, Louis allowed you to have your way, and did it with boisterous enthusiasm and acclaim. He was a Kow-Tower to Bosses, and, in conference, would wait slyly until the Man Higher Up had voiced a plan, whereupon Louis would nail it to his own mast-head.

Your "Yes" was his "Yes"; your "No" was his "No." The constant manipulation of these ropes gradually made Louis barren of ideas of his own. He lost the faculty of doing his own thinking. Of course, men of his peculiar, affable plausibility can always get jobs and Louis flitted from one to another, humming-bird fashion.

He was a confection, highly ornate and good to look upon, but he soon cloyed. He made his ninth change in one year, just a week and a half ago.

* * *

MAITLAND BYNNER.

An employee is, in a sense, a soldier. He must understand and be in sympathy with discipline. You can't have your own way in the Army: somewhat the

same principle is involved in Business. When you become an official it's different, although even then, self-discipline is one of the essential stepping-stones to success.

Bynner was a sublime egotist. He thought he knew more than any one over him, and, as he was poor at making estimates, the scheme, in his case, worked out aggravatingly.

When told to do a certain thing in a certain way, Bynner would shrug his shoulders and, after dignified mulling-over of the problem, would do it his own way. That way was the wrong way, nine times in ten.

What made it all the more unfortunate was his stubborn, opinionated, unyielding custom of sticking to the aforementioned way, in the face of uncontrovertible facts. He could swear that black was white, and argue with you by the hour to prove his contention.

It was not so occasionally; it was all the while. As a consequence, those over him found themselves in the position of having to start him all over again, plus protracted arguments that got nowhere.

Mr. Oscar White used to say that when he even looked in Bynner's direction, his back hair bristled. "The infernal little idiot!" White once remarked. "He wants to be his own boss, regardless. And if you remind him that he has blundered, he gives you a look that would ignite powder. It's the scorn and pity and sarcasm in the look that makes me red hot. I feel as if I wanted to kick him."

About the time Bynner should be finished with a task, someone would discover that he had gone off on a wrong tangent, through lack of following instructions. Ask him why he had departed from these instructions, and he would curtly respond:

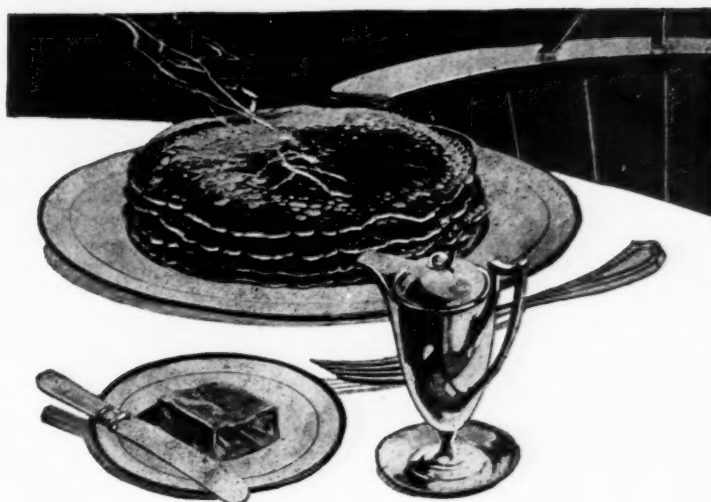
"Because I thought my way was better."

The result was that department heads either ignored or purposely avoided him, and his nine-hour responsibility dwindled down to thumb-twiddling. He could do that after his own fancy. In all probability he will always be a failure because discipline is unknown to him and his ego is in-bred.

"I have not been a careful enough follower of the editorial contents of SALES MANAGEMENT long enough to know whether or not the article in your June issue, 'Swivel Chair Management,' is of a type frequently represented. But I do want to say that it is one of the most helpful I have seen and I hope that SALES MANAGEMENT is going to carry many of these really out-from-the-shoulder stories from the salesman himself.

"It often falls to the lot of the advertising man to write the letters, etc., which go out to the salesmen, and we need just such jolts as our friend gives us in the above-mentioned story."—Grafton B. Perkins, Advertising Director, Richard Hudnut.

Ten years ago the first shipment from the mill of Aunt Jemima Pancake Flour was only 1000 cases. Today many stores sell 1000 cases every month.



Big Dealer

tests turnover in a new way

How competing products are today judged by retailers

WHAT points do dealers consider in deciding which products to "push"—which ones to drop?

The manager of a group of Chicago groceries recently made an unusual test to guide his decision on competing brands. He knew that mere *percentage* of profit was misleading. He wanted to find out which product really led on two main points

- fast turnover
- low clerk-cost.

These, he realized, were the deciding factors in net profits.

Four brands of pancake flour, all well-known to Chicago housewives, were displayed side by side. *No selling effort of any sort was made by the proprietor or by his clerks.*

During nine months, in the entire group of stores, customers selected whatever brand they desired. These

are the exact results of the test:

	*CASES SOLD	PER CENT OF TOTAL
Aunt Jemima Pancake Flour	735	72½%
Competitive Brand No. 1	150	15 %
Competitive Brand No. 2	75	7½ %
Competitive Brand No. 3	50	5 %

*36 pkgs. to case

The overwhelming success of Aunt Jemima Pancake Flour in this unique test was clearly due to one big advantage—to an active *consumer demand*. Years of sound advertising have shown American housewives what this splendid product means in better breakfasts, less work and greater economy.

Retailers throughout the country give large orders for Aunt Jemima Pancake Flour because *it sells itself*—gives fast turnover at low clerk cost.

How will *your* product stand up under actual test in a retail store?

In creating consumer demand for Aunt Jemima Pancake Flour, the J. Walter Thompson Company has co-operated with the manufacturer. We will be glad to discuss your special problems at our offices in New York, Cincinnati, Chicago or Boston.



J. WALTER THOMPSON COMPANY

NEW YORK CHICAGO BOSTON CINCINNATI LONDON



When Actuating Forces Lack Action

Away down yonder in the field is a scarecrow—a substitute for a human personality. It makes no impression—produces no result.

A thousand miles from headquarters a printed circular—another substitute for a human personality—stands before a prospect.

It too creates no impression; moves no one to action.

The reasons are identical—lack of animation. Both portray no action; they know not the qualities of drama.

And when actuating forces lack action, the cost is past belief.

The “Dramatized Sales Helps” of the Bert L. White Company *register their impressions unmistakably* because they coordinate the *vividness of life with vigor of action* and the *climax of utility*.

They are actuating forces that beget action.

If you haven’t read “The Barometers of Business” we’ll send you a copy, and let the “follow-up” rest with you.

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Originators and Producers of

“Dramatized Sales Helps”

(Reg. U. S. Pat. Off.)

Office and Plant: 1215 to 1227 Fullerton Avenue

Chicago, Illinois

The Big Thing in Picking Men

By George L. Willman

Manager, The Studebaker Corporation, Chicago

Before being appointed manager of the Chicago branch of the Studebaker Corporation, Mr. Willman had charge of the general sales department at South Bend. He has, therefore, had considerable experience in picking men as well as managing them. He is well known as an exponent of standardized sales presentation. He has contributed a great deal to the cause of scientific sales management through his articles in various business magazines. This article is based on a talk he gave before the Chicago Association of Commerce on May 27.

THE big thing in picking men who will win in sales work is to select men who have the right attitude of mind. There is a certain kind of salesman's mind which we will call the plaster of Paris mind. Here is a mind that receives a number of impressions from the days of babyhood up to a certain age, say 20 or 25 years of age, or 30; a certain number of impressions. This mind is open to a certain extent, responsive, forming impressions and opinions on life, and so on until the time it gets to 25. These impressions seem to harden somewhat like a plaster of Paris cast. The man's impressions are final; he has his mind made up, his mental attitude toward life, and we have a plaster of Paris mind. If we try to change that mind after that time, we simply have to destroy it and begin all over again.

There is another kind of mind that is something similar to that, which we will call for the moment the fruit jar mind. There is a mind that has a certain capacity, a pint or quart, or something of that sort. Into that mind we pour impressions from early times up to the age of 20 or 25. After these impressions form, it seems that a seal comes over the mind very much the same as the other, but not exactly the same. We seal it; we find it works beautifully with that set of impressions which it has made up to that time, but if we ever tried to change the impressions, if we cut in and try to pry the lid off, or disturb the mold, the thing sours. There are minds like that.

Stars That Only Flicker

You hire an experienced man in some other line of business at the time he is 25 or 30 years of age, he has been a signal success in that particular kind of business. We hire him and try to put him into our business and he fails. Why? Because his mind has reached its capacity so far as anything he can gather from his past experience. He is done. When we try to change him he sours. We let him out. Perhaps he goes back to the old job, or perhaps he fails in some other kind of work. He is done. That is the reason why we hire salesmen unsuccessfully who have been stars with some other organization. We will hire these men who have a splendid record back of them, because their mental attitude was adapted to the policy of the house for which they formerly worked. We then put them into our business, and they fail. Why? Because their minds do not seem to be pliable enough to get

the ideas of the new policy. Even a superficial mental attitude will not do in a case of that kind, because basically they are wrong.

Then we have the pugnacious, argumentative sort of mind, the mind that contradicts and challenges everything we say. It is a mighty good thing to have a mind that contradicts and challenges many of the things we say if it is a reasonable mind and acts upon reason afterwards, but many of those minds will not react in that way; they are so sold upon their own ideas that it is useless to argue with them.

The Regular Man's Mind

The regular man, the regular business man's mind is a growing and a going mind. It is a mind that takes its impressions from babyhood until the oldest age, and it keeps growing, and the longer it grows the stronger it gets. It is open to suggestions. It challenges suggestions, it is true, but it challenges them with the light of reason, not with the light of conceit. It is a great mind; it is the mind of a man who gets bigger in every job you put him. He is adaptable because his mental attitude is such that he is big enough to take the policies and suggestions, to take the unusual things as he finds them and change his mind over, not losing what he has had before, but carrying that along with him, making himself still stronger and still bigger. Thank God, there are a great many men like that in business today, a great many minds like that in this country today. If there were not this country would be a sad one. They are the minds that are adaptable and build on experiences which make them bigger.

Therefore, we get from that, as men who are salesmen and as men who are executives, first and foremost that almost all of us, whether we are executives or salesmen can at least get the superficial mental attitude of the particular kind of a man that we can accept changes, that we must not keep our minds too closed, that we must grow on what we have had before.

What else do we get from that? We say that the best way to hire a man is by our first impressions when he comes to our desk. We judge our men too quickly on their looks.

Suppose we question a man, as some of us do, doubtlessly, on certain things. We find a growing open mind is a studying mind; it is a thinking mind

and it is a reading mind. A man who will study and read and think can answer intelligently almost any question that you ask him, in a general way, concerning the business in which he is interested, and he must be interested in your business or he would not apply for a job. He can answer intelligently almost any question you ask him in reference to any political conditions in times like these, because if he is a thinking and studying mind he is reading the best newspapers and magazines and assimilating those ideas, not getting things second-handed from somebody else, not a Bolsheviki who is getting somebody else's ideas and somebody else's opinions; but you can gather from your questioning of that man exactly where he stands, from where he got his information and impressions and opinions.

Getting a Line on the Applicant

We are hiring a man for a job to sell our product, we will say, in the central part of the State of Illinois. We say he looks good, dresses good, talks good. Will this man do? He has all the appearances of going. Supposing we tell this man something about the things we want him to do. How receptive is he to our methods of doing business? You can tell by the way he answers the questions you ask him. There is some indication as to whether or not he is in sympathy with our plans. The plaster of Paris mind, the fruit jar mind would quickly show itself to you and would convince you that he was not in sympathy with your plans or your methods. If he takes the job and says, "This is the way the house used to handle it that I was with before and you should do it now," you will quickly be convinced that he is not the man you want. Perhaps he does not say exactly that, but he gives that impression. He will be a hard man to mold into the kind of man we want. But supposing we hire a man and that man does not work out exactly as we thought he would; supposing that after he has been in our organization for a short time he seems to fail to get our ideas and conception of the way we want our work done; he is antagonistic and pugnacious to every suggestion we make. When we find a man of that kind why bother with him. Why not change? You say that is the old way, the hire and fire method, and that it is a very expensive way. It is an expensive way, it is true, but it is better to fire a man if we are convinced that he will



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not fit into the organization. It is also expensive to take a long time to find that he does not fit into the organization.

Here is another thing on mental attitude. There are three ways to sell your goods. One way is to hire men and pay them a salary and send them out to sell the goods; another way is to give a man a commission for selling the goods; another way is to sell your goods to a man at a discount and let this man put his own money into the goods and go out and sell them. There are three ways; the salaried salesman, the commission salesman and the dealer; three different types. What is the mental attitude of each one of those men? Take a hired salesman. A hired salesman does not directly have to get results. No, he does not. He does not directly have to get results. He is going to lose his job eventually if he does not get orders, but his compensation is not ab-

solutely directly dependent on his getting orders. He is paid to try. That is the way he interprets it. He is paid to try to sell your goods, and when he talks to a man, with his mental attitude that he has behind his sales talk, what is the result: He visits quite a little while before he gets down to cases. When he does get down to cases his conception of your proposition is not clearly stated. After it is stated, such as it is, his answers to objections are not as clean cut and sharp as they should be. When he gets all through he has made a fairly good impression, but has not landed the order. You know there are thousands and thousands of orders that are not landed because the salesman has not the determination to land them. That is about nine-tenths of closing, is the determination to get the order.

You put your men on a commission basis and every word that he says from the time he starts in is directed to get-

ting that order. Why? If he does not get it the baby starves to death. He has got to get the order, that is all there is to it. The determination that you put back of that man does three or four things in his sales talk. In the first place the man that must have the order, when he starts in to talk, will state his proposition mighty clearly and forcibly; he is going to let you know just exactly what he has to sell and just exactly what his proposition is, he is not going to talk very much about the weather or politics or mixing or anything of that kind; he is going absolutely right to the point to get this business.

He states the proposition clearly. What is the net result? As soon as he has stated his proposition clearly he begins to look for the psychological moment. There are too many salesmen, you know, that spend most of their time looking for the psychological moment, that is true. But this man never recognizes the psychological moment when he gets to it. He just asks the man to sign the order. If he is not ready to sign the salesman uses a little bit more of his sales talk. He is fertile in imagination because he has the spirit of have-to, the determination back of his effort; his figures of speech are good; he is a man who can change this thing that we call desire or interest into direct action on the dotted line. He is resourceful when it comes to using the right kind of suggestions.

Getting Men Who THINK

That brings me to the third thing the man must do to close the order, and determination is the result of it. When a man is going to close an order he must answer an objection and must answer it clearly and forcefully. Where does he get his answer to the objection? I will state that the good salesman gets the answer to the objection, in nine cases out of ten, after working hours. The man that is paid a salary, who has not sufficient confidence in himself to go out and survive or perish, but who must be paid whether he wins or loses, until somebody fires him, has other interests besides selling. In nine cases out of ten he is thinking of the good time he is going to have next week, or thinking of something else besides getting the order. If he has made three sales a week, he says to himself, "I am a bully salesman"; but if he looks at the books of the house he finds that those three sales have just about paid his expenses, and probably not quite that; he just needed the fourth sale, the one he lost, to show a profit on the business, but that is nothing in his young life. He has made three and is getting by; he gets his salary and is not fired. He dismisses that fourth sale from his mind, having lost it, by saying, "Oh, well, you can't get them all; the other fellow had to get some. I wonder what I am going to do tomorrow night." His work is done.

The other fellow that has to get the order says to himself, "By George, I made three of them, but here it is Fri-

(Continued on page 462)

What a House Magazine Will Do For You

1 A William Feather House Magazine will provide a friendly, helpful, regular contact with your customers and prospective customers.

2 It will help your salesmen to get an immediate audience with buyers.

3 It will produce live inquiries which can be quickly turned into sales by personal letters or personal solicitation.

4 It will take the place of form letters, circulars, folders, and trade journal advertising, and the money you save in this way alone will more than pay its cost.

5 If you are a national advertiser, it will tie you up strongly with your dealers.

6 It will enable you to reach exactly those companies and individuals from whom you may logically expect to obtain business. You will have no waste circulation. You can send the magazine into the territory where you can handle business most profitably.

7 A William Feather House Magazine will do its work silently and effectively between your salesmen's calls. In these days of high traveling expenses salesmen are visiting the trade less frequently. A House Magazine is the best substitute for a salesman.

The Cost Is Low

An appropriation of \$3000 per year will enable you to reach from 3000 to 5000 customers and prospects each month with a William Feather House Magazine. This appropriation will cover every expense—editing, printing, addressing, mailing, postage. We will take all details off your hands, so that the time you need to spend on your House Magazine will be limited to the o. k.-ing of proofs.

We would welcome an opportunity to discuss your selling problem with you, either by letter or by personal interview.

THE WILLIAM FEATHER COMPANY
613 CAXTON BUILDING CLEVELAND, OHIO

Diamonds

A piece of glass, cleverly cut, may sparkle with a diamond-like brilliance. But it never deceives the eye of the connoisseur.

Newspaper circulation, artificially stimulated, may dazzle the inexperienced. But spectacular claims never delude the judgment of the seasoned advertiser.

Circulation *figures* can sometimes be forced—circulation *value*, never.

It must grow naturally, spontaneously. It must stand the acid test of time. It must reflect intrinsic worth; not mere surface polish.

Only time will tell true merit. The years that dim the glitter of the showy and the imitation will enhance the value of the real.

Forty-four years of steady growth, forty-four years of public sanction, have proven the *basis worth* of the 400,000 circulation that makes

THE DAILY NEWS

First in Chicago



Bordens Milk and Co.

Dear Gentlemen:

My Pop says I'm some kid. Grandma says he used to be too - funny aint it, him a kid like me? Well anyway, he sells crackers now and everybody liked them 'cause they buy lots and lots of them, all over America, in kartons; An everything - So he must be a regular sails manager all right. Oh yes, Mister Borden, Granny says she used to feed Pop your Eagle Brand Milk when he was a kid and it made him chubby and strong. So I'm talking it now and I dont look very skinny do I? Pop says I'll make a good full-back sometime - whatever that means. And Granny says lots of mothers feed their babies Eagle Brand and it makes them strong and "ruddy-face," as Pop has nick named me. So there must be lots of Eagle Brand kids in America

Thanks for Eagle Brand

Billy

P.S. I liked Jim Henry's Jr. letter. You must have a big pile more too, to print

THE BORDEN COMPANY

Borden Building, 108 Hudson Street

New York

Send for these two book-lets: "The Message of the Months", and "Baby's Biography." Free for the asking.

His Sample Case Was a Paper Bag

And Other Odds and Ends

A VETERAN salesman who sells canned goods to the retail grocery trade never carries a sample case. His entire line consists of four or five articles packed in small cans. These samples he carries in an ordinary paper bag. When he walks into a grocery store he isn't spotted immediately as a "drummer." Even though the proprietor is busy he has no trouble in getting to him. "I handle this package as if I were afraid of breaking it, and while getting acquainted with my man he doesn't know whether I am a salesman or a customer, therefore I get his attention, and seldom get a refusal to look and listen." Before the retailer has had time to say "Not interested" this clever salesman gets his line before the grocer, and with his attention secured, and his interest aroused it is much easier to get the order. The fact that this salesman leads his force and is often employed to "break in" new men proves that in his case at least this plan works.

A certain company was getting practically no business from a portion of the south. To remedy this condition they determined upon a large advertising campaign, which included the use of posters, store displays, tack signs, and other mediums, as well as personal sampling by the salesman. Vigorous dealer work was provided for by a special corps of salesmen. In portions of the territory where this special work was being done the Negro population was large—in places it outnumbered the white. Yet, regardless of the fact that a competitive brand of substantially the same price and quality was extremely popular among the Negroes, no progress was made worth while. Although a good distribution was secured the merchandise "went bad" on the dealers shelves. Various reasons for the failure of the campaign were set forth. Yet none of them seemed plausible, and just about the time the Company was ready to give up in despair one of the salesmen made an important discovery. The name was one that the average Negro in that territory could neither pronounce nor remember. The competitive brand was known by a very simple and rather picturesque name, which had a good deal to do with its popularity. This same company has since been able to secure a nice portion of the business on the line of goods. It has coined a new name—short and easy to remember. But considerable effort was wasted before this defect in the sales campaign was discovered.

The value of carefully checking salesmen's reports is clearly shown in the following incident. In their daily work, the employees of a certain large tobacco company were required to hand out a quantity of samples each day. They were cautioned against simply throwing

the samples out broadcast, and were required to ascertain the brand the person was using at the time he received the sample and so report it to the house. It happened that one day a salesman "sampled" a party of excursionists, practically all of whom were many miles from home. They were nearly all using a brand almost totally unknown in this salesman's territory. When his report was received by the home office and the division manager, neither could hardly believe that this brand had so many users in this territory, hence they wrote the salesman for an explanation, at the same time making arrangements for a vigorous campaign to wipe out this apparent newcomer in their field. However their suspicions about the gains of the competitor, or the inaccuracy of the salesman's report were allayed when they received his explanation. "Never knew the house read those reports until I got that letter. It taught me a lesson to make accurate reports" was the salesman's comment. If these users of this brand had been residents of the salesman's territory this report would have unearthed some extremely useful information, possibly in time to have enabled the firm to check the competition.

First salesman: "Say, I hear Bill has joined the church."

Second salesman: "Yes, he told me that he wanted to go to heaven, as he had seen enough of credit men on this earth."

We recently heard a pretty lively discussion—it almost took the form of a violent argument—between a salesman and his salesmanager with reference to whether or not the salesman was entitled to commissions or credit for sales made by the branch of a national chain store located in his territory. The actual placing of orders was done in the head-salesman's territory, but of course the requisitions came from the local store. The salesman contended that his missionary work in the town, his personal acquaintance with the clerks and manager of the store, and his active work with competitive stores in the neighborhood were entirely responsible for the large volume of sales made by the chain store. The salesmanager, on the other hand, claimed that they had done the same amount of work with the home office, that special displays and selling helps were made up especially for use only in the chain stores, and that the selling was all done by high priced executives from the home office. This, he claimed, precluded all possibility of paying the salesman commission, or giving credit for the sales made in his territory by this chain of stores. Here is a question that interested the writer, because both sides seem to have a perfectly plausible argument. It is one that cannot be decided hastily without creating some hard feelings among the salesmen

if they do not receive full credit for the sales. Wonder if any of our readers have met this problem. It would be interesting to hear from other sales managers on this subject, which will grow in importance as the chain stores increase.

Forty-two distinct operations in making an ordinary lead pencil! It was news to me, and when I learned of the details of manufacturing lead pencils I actually marvelled at the low price. It occurs to me that many salesmen don't know how costly their product is. They haven't been instructed by their superiors as to the cost and are unable to justify an apparently high price in the minds of their customers. I wonder how many firms are being accused of profiteering, when as a matter of fact it is due simply to the public's ignorance of the cost of manufacturing. Your salesmen can do a great deal of valuable missionary work along these lines if properly instructed.

A sales manager noted for his ability to pick winners said the other day, apropos of selecting men. "I always want to know what a young man did while going to school. Did he work? If so, where? Did he learn some useful trade, clerk in a store, run errands or sell newspapers. If he worked at one trade or line of work during several years of his school life I feel reasonably sure that he will be successful. But if he didn't work at all, or merely fiddled around with dozens of jobs in various lines I am rather cautious about hiring him."

"Who is your biggest competitor?" asked the overly inquisitive buyer of a salesman. "To be perfectly frank, I don't know." was the quick retort of the salesman. "Of course," he continued, there are several mighty good firms in our line, but my business is so good that I don't have much time to think about competition, and as long as I continue to get my share of the business I don't care if I never know much about competitors. I suppose I would worry quite a bit if I knew too much about their lines." This is a pretty good policy we think, because when a salesman gets too familiar with competitors, or gets to thinking about them too much he is going to lose just that much time in thinking about his own line.

"The writer benefits a great deal by the articles contained in SALES MANAGEMENT, as well as the weekly service which you are sending us, and hope that at some time you may be instrumental, or at least be of assistance, in perfecting a sales managers' association in Milwaukee."—J. E. West, sales manager, Lindsay-McMillan Co.

Wholesale Druggist Now Sells 50,000 Items

By G. B. Moxley

Vice-President, Kiefer Stewart Co., Indianapolis
Excerpt from a paper read before the newspaper department of the Associated Advertising Clubs of the World, Indianapolis, June 5, 1920.

THERE are approximately 50,000 retail druggists in the United States, doing somewhere around \$900,000,000.00 worth of business annually. Twenty-two thousand of this total number of retail druggists in the United States are doing business on a commercial credit rating of \$2,000.00 or less; 12,000 additional on a commercial credit rating of \$5,000.00 or less and only 8% of the retail druggists of the United States have a capital rating of \$20,000.00 or over.

I am assuming that many other lines would present similar ratings, and am sure no other line presents gentlemen of higher character or better moral risk

than the drug business, but these figures certainly disclose an obvious reason why manufacturers cannot hope to place with any considerable number of retail druggists their goods in sufficient quantity to obtain a uniformly general distribution, without a tremendous outlay of credit, and certainly the retailer cannot possibly afford to invest his capital in sufficiently large units to justify individual shipments. The retail drug business is made up of innumerable small items, requiring almost daily purchases of minimum quantities. Just picture for a moment the number of items carried, by a review of the remarkable growth of the proprietary business of this country in the last forty or fifty years.

In 1871 a leading Chicago wholesale drug house catalogued only 825 items proprietary in character.

A very comprehensive list issued by a St. Louis house in 1880 enumerated 2,699 items in their patent medicine section.

In 1906 this list had grown to 17,780

items; in 1915 to 38,000 items and the Druggists' Circular Red Book issued in December, 1919, shows an increase to 45,216.

The average retail drug store carries about 4,000 items; the average wholesale drug house carries upwards of 50,000 items, 67% of which are proprietary or trade-marked in character, from which the deduction may be quite properly made that we are the largest distributors of patent or trade-marked items.

Considering these figures, you must see the advantage in jobbers' stocks, providing distribution to every locality of the United States and rendering possible prompt delivery at minimum cost. Accessibility of supplies, quick, almost daily service, minimum cost of transportation constitutes of itself an almost imperative reason for the jobbers' existence, especially with the transportation of today. Is it therefore not apparent to any manufacturer who desires national distribution, how necessary is the jobber's open, unrestricted and convenient channel of supply, to the manufacturer, the retailer and the consumer?

Of what avail are millions spent in advertising if the consumer is unable to get what he wants, when he wants it? As business is at present constituted, the wholesaler possesses the only organization that is able to quickly and economically perform for the proprietor and manufacturer this character of service. No individual manufacturer may hope to supply the retail trade by selling his output direct at the same unit cost that he can supply through the wholesale druggist, and I assume that the same rule applies to all other principal jobbing lines of business.

Another Starter for a National Association

I am just in receipt of copy of the SALES MANAGEMENT for the month of June. I have read with much interest your different articles from time to time on Sales Managers clubs, their work, and also your article on "Sales Managers National Association."

I heartily indorse your article published in the June issue and I am frank to say that we would be willing to do anything in our power to at once help establish the National Sales Managers Association. If we can render you any service whatsoever we would be pleased to hear from you, even though we would only have a few minutes' time to spare we would use this time to very best advantage and in such a way as to get the Association started at the very earliest date. It is my idea that this is a very important feature for Sales Managers throughout the entire country and there should be no lacking on the part of any active Live Sales Manager.

If at any time, in the near future, you call the meeting for the forming of this National Association and desire my presence, if given the proper space of time, I would make arrangements to be at this meeting regardless of cost.—B. P. Owen, Sales Manager, The Blanton Co., St. Louis.

First In America In Buying Power

INDIANAPOLIS has the greatest per capita retail buying power on the continent. A buying power of \$637.50. By comparison Cincinnati has \$337.91; Chicago, \$396.80; Detroit, \$513.64; Kansas City, \$513.64, and Milwaukee, \$383.81.

Although twenty-first in population, Indianapolis is the thirteenth city in America in total annual retail business transacted.

A manufacturer can support his selling efforts in this important and highly responsive market by advertising in The Indianapolis News, the medium which dominates the city and the Indianapolis Radius.

Accurate information of general or specific trade conditions in the Indianapolis Radius will be furnished you by the Merchandising Service Department.

THE INDIANAPOLIS NEWS

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Building

“Advertising Campaign”— sounds fine and impressive

As a generality it means anything you please in describing that subtle force that is the life-blood of merchandising.

Whirlwind enthusiasts rush out and buy up a lot of “general publicity,” shoot reams of “dealer helps” through the mails, unload consignment lots on the dealer, and the “big launching” don’t come off. But the bills come in.

Steady, seasoned campaigners work the other way.

First, they carefully choose their market and plan a concentrated campaign, making sure to choose the dominating newspaper in that market.

Then, most important of all, they make sure they use the right copy appeal to ensure constant and steady “consumer demand.”

That’s the right, sensible and practical way to make an “Advertising Campaign” a real lasting profitable success.

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper “nearly everybody” reads—



The Bulletin

Net paid average circulation for six months ending April 1, 1920, as per U. S. Post Office report

466,732 copies
a day

No prize, premium, coupon or other artificial methods of stimulating circulation have ever been used by The Bulletin. The Bulletin's circulation reaches far beyond the highest point ever attained by a daily newspaper in the State of Pennsylvania, and is one of the largest in the United States.



A fast moving line for progressive dealers

The secret of Naugahyde's popularity

A NEW material for traveling bags, suitcases, brief cases, belts!

These and a number of other articles are now being manufactured of Naugahyde—a durable waterproof material recently perfected in the laboratories of the United States Rubber Company. Your customers will be enthusiastic about the whole line.

The composition of Naugahyde and its processes of manufacture make it an exclusive product. The material is durable, waterproof and dirtproof, with a handsome black surface. Rubbing with a damp cloth will clean any of these articles in a moment.

How Naugahyde Bags are made

The traveling bags are the first of the Naugahyde products. Every bag

is made into a single piece—without a stitch anywhere.

The material is first fitted carefully over the steel frame of the bag; then—by a special process—the seams, joints and corner reinforcements are fused together into one piece.

The result is a bag that can stand the hard knocks of modern travel and yet keep its smart appearance. The bags are made in a variety of attractive styles with the finest of brass fittings and specially selected linings. Men and women everywhere who demand distinctive luggage will want Naugahyde bags.

The Naugahyde Bags retail from \$13.50 to \$18.50. Every bag is backed by the reputation of the oldest rubber manufacturer in the world. Write us at 1790 Broadway, New York—we shall be glad to tell you about these new trade-builders and the whole new Naugahyde line.

United States Rubber Company

\$25,000 From a Goose Egg Territory

The Story of the Redell Candy Company's Campaign

We are publishing this story at this time, not so much to advertise advertising, as it might seem, but to emphasize anew the possibilities of intensive sales work in a defined market. It is amazing how many concerns there are who are scrambling for business all over the map, when there is more business right in their own back yard than they can possibly handle if they go after it courageously and systematically. The story also serves to remind us that it is just as essential for the sales department to display persistency in carrying out a sales plan as it is for a salesman to use it in winning new customers.

HAVE you any territories nearby which theoretically ought to be yielding a lot of nice business, but actually are not? If you have then you will appreciate the position the makers of Campfire marshmallows were in a short while back. Although their factories were located in Milwaukee, a trolley ride from Chicago with its great candy eating market of nearly 3,000,000 people, the amount of business which they were getting from that territory would hardly pay for the sales manager's cigars. Within a few months conditions have been completely reversed. Today the Redell Candy Company is discontinuing operations in scattered territories and is getting the great bulk of its business from one territory, with sales running close to \$25,000 a month and rapidly climbing.

A Half-Hearted Advertiser

Behind this achievement there lurks a story pregnant with significance to any sales manager marketing a product through the retail trade. The story begins when the candy manufacturer was first sold on the idea of doing some advertising in Chicago. From the start he had a sneaking suspicion that it was a foolish idea. His success in business had been built up through years of patient plodding, and he doubted very much if advertising could do in a few months what he had been unable to do in many years. But he was willing to try anything once, and he signed up with mental reservations.

As a result the burden of success was put squarely on the shoulders of his advertising agent, who worked out a complete sales plan. The basis of this plan embodied some revolutionary changes in merchandising policy. For one thing it called for marketing the marshmallows as a food product, through grocery stores, rather than through the usual retail outlets for a candy specialty. Then it called for an intensive canvass of the field by specialty salesmen. These salesmen were carefully routed. The whole city was split up into districts. A district was determined by its buying characteristics. Salesmen who were well qualified to call on the class of trade embodied in districts of a similar type were assigned to them. An Irishman, for example, was not sent to solicit orders in a neighborhood populated by Scotch Presbyterians. If the neighborhood called for a salesman of Swedish antecedents, a Nelson or a Swanson or a Johnson was assigned to the task.

When it was decided which salesmen were to work specified districts each man was handed a bunch of numbered cards. The numbers represented order of call. This saved the salesmen from sharpshooting all over a territory, with which he might not be familiar. It also enabled him to abbreviate his reports, inasmuch as the office had a record by number of these cards he had out, and all he had to do was to give the number and the company knew the rest. Each card gave the name of the man to see, and other data helpful to a salesman working new trade.

Wanted to Quit But Couldn't

By means of this plan of routing the salesmen the company was able to put the goods on sale in 2,172 retail stores in less than a month—24 days to be exact. The average sized order sold during the campaign amounted to \$3.41. In addition to the sales to retail stores, jobbers were stocked to the tune of \$14,796.28. The product is a fifteen cent seller. It was not as easy, however, as it sounded to get such distribution. There were the usual objections to meet. Dealers complained that they already had several different brands of marshmallows, and were reluctant to add another. Had it not been for the fact that the salesmen were equipped to prove that the advertising would start calls, and no up-to-date dealer, of course, can afford to tell a customer that he has not the article asked for on hand, it is certain that such results would not have been achieved. The proofs of the advertising, and the selling talk that went with them, turned the trick.

At this point the most interesting part of the story begins to unwind. The

original advertising campaign called for about 20,000 lines of advertising. By the time the contracts were half used up, the management began to get cold feet. By that time the success of the preliminary campaign for distribution had become history, and the darkness which invariably precedes the dawn of advertising success had settled down upon the campaign. The bills for the advertising were coming in regularly, but the badly needed repeat orders were not there. A council of war was called in Milwaukee and it was decided by the management to stop the advertising.

But the advertising could not be stopped. The contracts were non-cancellable. The advertising agency counseled going through with it, even if an immediate amount of business was not forthcoming. The agent pointed out that the benefits of a period of years would more than repay the investment.

They Had to Fight

With the only avenue of retreat shut off, the management put its back to the wall for a finish fight. Imagine the feelings of the same men soon after the advertising began to take hold and the repeat orders began to pour in! Faster and faster they came, like a snowball rolling down hill. Before the expiration of the original contract the factory was well over-sold. Disappointment turned to elation. There seemed to be no end to the deluge. To meet the emergency a meeting of the directors was called and a new factory, given over entirely to the manufacture of Campfire marshmallows was ordered built. With this factory went a separate Campfire sales organization, and now the company is getting ready to reach out and secure the same close-up distribution in other sales centers.

One cannot read the story of this campaign without realizing what a serious matter it would have been for this manufacturer if he had been able to follow his "intuition" and stop the advertising at the very threshold of success. All the preliminary work would have been in vain. Instead of over 2,100 dealers who are now boosters for the whole Redell line, there would have been 2,100 sore heads. The great Chicago market would be forever closed to Campfire marshmallows, unless the manufacturers were prepared to spend a small fortune to overcome the situation. In sales work, as in so many other things in life, victory goes to the man who hangs on just a few minutes longer. You are never licked until you stop fighting.

MANAGER'S OFFICE



The Salesman Who Smokes Himself Out of an Order

\$200,000 worth of business from absolutely new territory entirely by letters

Read this excerpt from a letter dated June 2, 1920, addressed to us by The Mutual Commission Co., Cincinnati, Ohio:

"We have about completed our series of letters to Southern territory, which were arranged with your assistance, and we are very glad to report that we met with very good success. We have been able to turn over about two hundred thousand dollars' worth of business in absolutely new territory. Territory from which we derived no profit whatever until the first of January this year."

You know there is no better, no quicker way to develop business than with good business letters. But they must be good. The question is, how can you make them so. The answer: **MAKING LETTERS PAY SYSTEM.** This system is *not* a book. It is a *yearly* service that comes in three parts:

Part No. 1 consists of an attractive binder with over 250 loose leaf data pages containing more meaty information and ideas in a single line than you find in entire chapters of books on letters. The binder is carefully indexed so you can quickly find out how to follow-up customers and prospects, where to get best mailing lists at low cost, etc.

Part 2 consists of twelve (12) monthly supplements of nearly 1,100 ideas, keeping you up-to-date.

Part 3 is the best bet and is alone worth ten times the whole year's cost. As a user of the system you have the privilege of sending, in your own letters for constructive improvement to Edward H. Schulze the foremost authority on sales development through letters. Consider what a help it would be to have this expert go over your letters and combine his knowledge of making letters pay with your expert

knowledge of your business. Two heads can turn out a better letter than one.

3,500 Satisfied Users

There is hardly a fair sized city in the United States that does not include one or more satisfied users of **MAKING LETTERS PAY SYSTEM.** Here are just 16 of the 3,500.

Remington Typewriter Co.
Hare's Motors, Inc.
Jeffrey Mfg. Co.
Ingersoll-Rand Co.
Monroe-Calculating Mch. Co.
Bucks Stove & Range Co.
Cheney Bros.
U. S. Gypsum Co.

Alexander Hamilton Institute
Wilson & Company
S. W. Straus & Co.
Spencer Trask Co.
Pratt & Lambert Co.
American Rolling Mills
Lee Mercantile Co.
Morgan Sash & Door Co.

Ten Days' Free Trial

You can not buy **MAKING LETTERS PAY SYSTEM** until you have tried it for ten days, in your own office, just as 3,500 other users have. Then if you want it we will bill you \$36 for whole year's service (average \$3 a month). If you don't want it—return it parcel post insured. Pin the coupon below to your letterhead and mail it **TODAY.**

He Was One of the Kind Who Didn't Want to Change

By Hyatt Watson

Boston Manager, Earl & Wilson, Troy, N. Y.

I RECALL an incident in one of the towns in New England where our business was spotty. I covered this town several times with my salesman and two accounts we were after were surly, not interested, perfectly satisfied with the line they carried, etc.—and in fact were very abrupt.

I sent them follow up letters, advertising matter, bulletins, etc., but no response, and about a year ago made another visit. At that time one of the buyers mentioned receiving letters, etc., from me and I could see he was warming up. However, when leaving him I said, "Some day I am going to write your order for E. & W. collars," and he replied, "You have a swell chance!" About three weeks later this buyer called at the office and we talked about everything in general, except E. & W. merchandise. Finally he said, "You remember the remark you made to me when you left our shop a few weeks ago? Well, I thought that over, and you win." I sold him that day a representative line and the other account installed, the line a month later.

What I want to bring out is, that while we were not persistent, our salesman called on the buyer every trip, following it up with my calls and keeping before him the house of "Earl & Wilson" brought results. In other words, "Keep your house before the buyer and you will win out."

We use at this office the three "E" system for new accounts:

"Early after them."

"Earnestly after them."

"Everlastingly after them."

Prices are Slipping

Recent declines in the prices of a few commodities are not to be regarded as isolated instances, but are part of a gradual and general movement that has been under way for a considerable time, the National Bank of Commerce in New York says in a discussion of current business conditions. The statement says:

It has generally been conceded that prices would ultimately seek a lower level than that maintained during the war and immediately thereafter. Such decline has always followed the overstimulation of commerce and industry produced by war. Under these circumstances, a downward price movement, if gradual and orderly, is to be welcomed both as an evidence of the return of more orderly conditions and as a factor in accomplishing that return. Such a movement in the prices of basic commodities is now clearly evident. Sharp recent declines in a few commodities, however, are likely to cause the business public to lose sight of the fact that in a number of other commodities a gradual decline has been under way for a considerable time.

MAKING IT PAY CORPORATION, 220 West 42nd St., New York

We should like to learn more about your **MAKING LETTERS PAY SYSTEM.** Send us the first installment on ten days' trial with complete details how to use the system, what the rest of the service includes, etc. We will either return all data to you insured parcel post at the end of the examination period or enter our subscription to your whole year's service including twelve additional supplements and Personal Aid for improving our letters.

Firm
Street
City State
Send to Mr.

Cases
Courtesy of
Ottenheimer Bros.,
Patentees, Baltimore



Will your candies be in these cases three months from now?

IT isn't so much a question of getting your candies in dealer cases as it is of selling them after you get them there and of keeping the cases supplied with your brand.

Only recently, while expanding our trade investigation of the Baltimore candy situation—broadening it out into an extensive survey and comprehensive market analysis—we discovered that local dealers frequently replenish their show cases with whatever candies are last presented to them. With such dealers it's simply a matter of "sweets"—all brands mean the same to them, likewise to their trade, so why shouldn't they put one line aside in favor of another?

And the same thing is happening in other towns and maybe to your candy!

Deprived of alcohol many people are turning to candy as a substitute with the result that high grade candy manufacturers are facing sales opportunities such as they have never faced before. But why not grasp these opportunities in a smashing BIG way and cash in on them through strong, compelling, intensified newspaper advertising?

Wouldn't such a propaganda, concentrated in a rich market and made up of full newspaper pages, interspersed

with smaller advertisements, stimulate a general taste for sweets and send large boxes of candies into thousands of homes? And wouldn't the manufacturer, who exploits the goodness of his candies in this forceful, dominating way, and advertises at the same time the names of the dealers handling his brands, be the one called upon to keep these cases constantly supplied?

Using newspapers affords the advantage of tryouts, and Baltimore, with its tremendously productive market of 800,000 buyers and abundance of wealth, is an ideal try-out point that can be thoroughly and profitably worked from an advertising angle through its great evening daily—The Baltimore NEWS.

Would you like to know the annual consumption of candy in Baltimore, its possible increase, brands at present on the market, percentage of distribution, sales activities, best sellers, methods of obtaining leadership, and amount and kind of advertising employed? This wealth of information is embodied in our comprehensive market analysis, showing how you can introduce your candy profitably, the methods of coming in, the approximate cost of a campaign, the amount of business it should create in, say, twelve months, and the possibilities of cumulative increase. So wide has been our investigation that our survey also embodies statistics covering the cost of a campaign through the leading daily or Sunday newspaper in every city in the United States with a population of over 10,000, and details on which gross combined circulation and rates are based.

If you are interested in the Baltimore Candy market and would like to have our survey, which we are compiling in book form, drop us a line and we will be pleased to place your name among those to receive a volume as soon as it is ready for presentation.

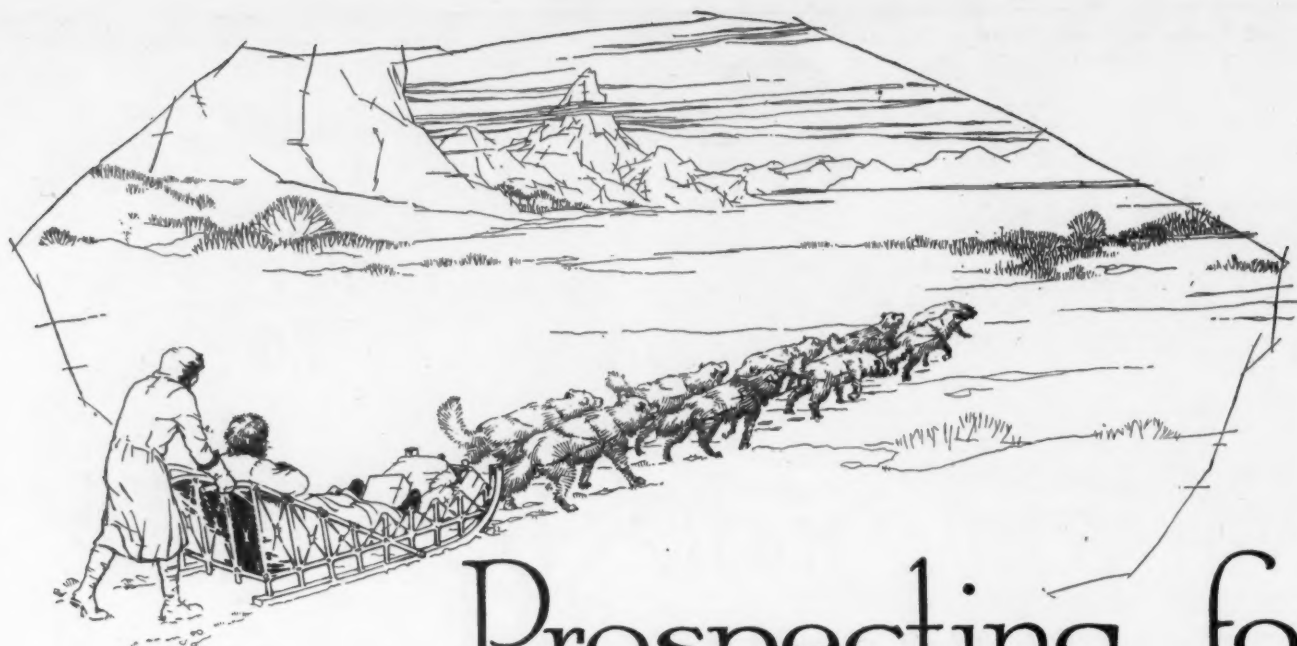
THE BALTIMORE NEWS

Goes Home and Stays Home

DAN A. CARROLL
Eastern Representative
Tribune Bldg.
New York

Frank D. Webb
Advertising Manager

J. E. LUTZ
Western Representative
First Nat. Bank Bldg.
Chicago



Prospecting for buying engineers

No effort is too hazardous or too costly for a McGraw-Hill field man prospecting for buying engineers. One field man went across Alaska on a dog-sled after subscriptions of this kind—and he brought them back with him.* Another McGraw-Hill man crossed the Arizona desert. Result: 74 **Engineering and Mining Journal** subscriptions and 43 signatures for **Electrical World**. And raids and ransoms failed to worry the McGraw-Hill man who went into Mexico after business. He found his buying engineers.

*109 for **Engineering and Mining Journal**, 6 for **Engineering News-Record**, 11 for **American Machinist**, 42 for **Power** and 1 for **Coal Age**.

Coal Age **Power**
American Machinist
Electric Railway Journal
Ingenieria Internacional
Engineering News-Record

Electrical World
Electrical Merchandising
Journal of Electricity
Engineering & Mining Journal
Chemical & Metallurgical Engineering

Men who read McGraw-Hill publications are men whose training and position fit them to make real use of their technical journals. And circulation men recognize no obstacles in securing for their list the men whose engineering opinions count.

Men whose life-work holds their interests outside of the engineering profession will never be asked to subscribe to McGraw-Hill publications. When an advertiser pens his copy for the sales pages of any of the McGraw-Hill publications, he **knows** he is talking to a picked audience. His message has a meaning to every single listener. For McGraw-Hill readers are **buying** engineers and engineering executives!

The 11 McGraw-Hill
McGraw-Hill Co., Inc. *Publications*
Tenth Ave., at 36th St., New York



Personal Items

This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.



GEORGE E. WILLS, formerly sales manager for Bonbright & Company; CHARLES A. REYNOLDS, formerly with Colgate, Parker & Company, and G. C. THAYER, who has been connected with White, Weld & Company, have become associated with Morton & Company, Inc., dealers in investment securities, New York City.

J. F. WISHART has been made general sales manager of the Chicago consolidated offices of E. I. du Pont de Nemours & Company, Inc. The organization includes W. C. MATCHETT, manager office service; E. H. GARRISON, chemical products sales manager; C. A. SPENSLEY, explosives sales manager; H. W. WIVEL, Fabrikoid sales manager; W. H. HAASE, lithopone, dry colors and pigments sales manager; GORDON BARBER, paint and varnish sales manager; and WM. JOHNSTON, Pyralin sales manager.

EDWIN G. ANDERSON, formerly secretary of the American Bronze Corporation, Berwyn, Pa., has been made president and general manager of the company.

JAMES V. LYONS, for the past six years central representative of the American-LaFrance Fire Apparatus Company, Elmira, New York, has resigned to join the Sewell Cushion Wheel Company of Detroit, manufacturers of special motor truck wheels. Mr. Lyons is manager of the national account division.

DAVID R. CHILDS, formerly sales manager of the Arthur A. Williams Shoe Company, Holliston, Mass., has resigned to join the J. Ralph Baker Shoe Company of Bridgewater, Mass.

The International Money Machine Company of Reading, Pa., announces the appointment of SAMUEL FROMMER as sales promotion manager in charge of advertising and sales promotion. Mr. Frommer until recently held that position at the McCaskey Register Company, Alliance, Ohio. The company also announces the election of GEORGE C. TENNEY as president, and MARSHALL L. FAWCETT, vice president in charge of sales. Mr. Tenney has been the company's general manager and Mr. Fawcett, sales manager, for the past year.

E. E. BALDWIN of New York, formerly with the Eagle Lock Company, Terryville, Conn., is sales manager of the Corbin Screw Division, American Hardware Corporation, with headquarters at New Britain, Conn. He is a brother of Carlisle H. Baldwin, vice president of the company.

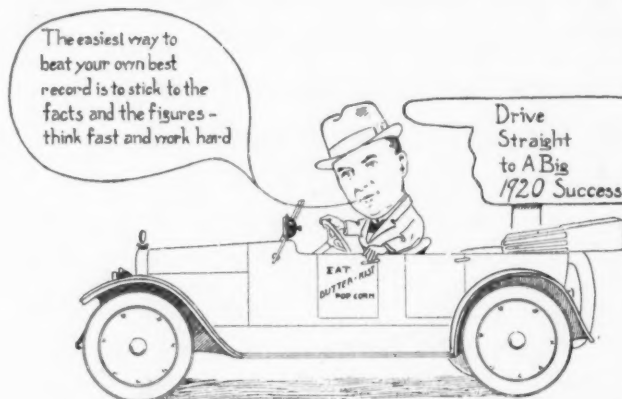
The Allsteel Supply Company recently incorporated at Niles, Ohio, includes in its

organization J. E. FITZGERALD, president, and A. E. QUERE, general manager. Both Mr. Fitzgerald and Mr. Quere were previously connected with the Brier Hill Steel Company, Youngstown, Ohio, Mr. Fitzgerald having been assistant sales manager. D. W. THOMAS, formerly with the Truscon Steel Company of Youngstown, will have charge of the pressed steel department.

H. S. BENTLEY has succeeded W. W. WYNEKEN as sales manager of the Willard Storage Battery Company, Cleveland, Ohio.

J. S. RAWLINS is now vice president of Mangrum & Otter, Inc., San Francisco, manufacturers of stoves and household goods. Mr. Rawlins was formerly general sales manager of the Baker, Hamilton & Pacific Company of that city, and is succeeded by J. R. FERGUSON.

Critchfield & Company announce that REED G. LANDIS has joined their Eastern organization with offices in New York City. Mr. Landis, previous to joining the army, was advertising manager for the Brunswick-Balke-Collender Company of Chicago, and since his return has been vice president



The distinguished gentleman in the Fierce Sparrow is none other than H. E. Steiner, general sales manager of Holcomb & Hoke. His act is to keep four separate sales organizations in the air at the same time without taking breath.

of the Interallied Aircraft Corporation. He is the son of Judge Kenesaw Mountain Landis, of Chicago.

GRAFTON B. PERKINS has resigned as promotion manager of the McGraw-Hill Company, Inc., to become advertising director of Wm. R. Warner & Company, Richard Hudnut, and the Bauer Chemical Company. Mr. Perkins was at one time connected with The Resinol Chemical Company and the Potter Drug & Chemical Corporation.

WASHINGTON B. THOMAS and GEORGE H. FRAZIER, of Philadelphia, have retired as vice presidents of the American Sugar Refining Company, but continue as members

of the executive committee of the board of directors. Three new vice presidents were elected, as follows: W. EDWARD FOSTER, RALPH S. STUBB and EDWARD Y. CROSSMORE, heretofore respectively treasurer, general manager and general sales manager.

The Napier Saw Works of New York and the Victor Saw Works, of Springfield, Mass., have been merged. The name of the new concern has not yet been chosen. The executive officers of both the Victor and Napier firms now are, president, WINTHROP SARGENT, Jr. of Philadelphia; vice president and general manager, GEORGE J. SEIDLER, who will be the resident officer in general charge of operations; treasurer, LOUIS J. OSWALD of New York; and secretary, WILLIAM P. JEFFREY of New York. GUY W. DONAHUE, former sales manager of the Victor company will remain in that capacity, as will A. C. WHITEFIELD, former sales manager of the Napier firm.

ARTHUR C. LANG, former advertising manager of the N. K. Fairbank Company, Chicago, has been made general sales manager, succeeding HUBERT SACKETT. The position vacated by this appointment will be filled by JAMES A. ROBERTSON, former assistant advertising manager.

R. W. JOHNSON has resigned as business manager of the Minneapolis Gas Light Company to become sales manager of the Hoffman Heater Company, Lorain, Ohio.

CHARLES A. BONNIWELL has resigned as advertising director and city sales manager of Wm. J. Moxley, Inc., Chicago, manufacturers of butterine, to become associated with S. W. Straus & Company, also of Chicago, dealers in investment securities. Mr. Bonniwell will have charge of the mail order department.

Edward R. Ladew Company, makers of leather belting, Glen Cove, New York, have made its sales manager, VANCE MCCARTHY, vice president of the corporation.

GEORGE W. MIXTER, vice president and general manager of the Pierce-Arrow Motor Company, Buffalo, has become president, Mr. JOHN C. JAY, Jr., the former president, has been elected chairman of the executive committee. W. J. FOSS is now vice president.

A. C. BERGMANN, New York branch manager of the Standard Parts Company, was recently appointed general sales manager of the Sterling Motor Truck Company of New York. Mr. Bergmann was previously an executive of the Mercer Automobile Company of New Jersey.

W. H. HEYLMAN, formerly sales manager of The Washington Tire & Rubber Company of Spokane, Wash., is now sales and advertising manager of the Sunset Motor Company of that city.

How Group Thinking Grips Today's Needs



The Plan Board of Johnson, Read & Company is a practical answer to an immediate need.

Nowhere is the application of group intelligence more essential than in the vitally important service rendered by the advertising agency of today. Advertising is called upon to solve many urgent business problems. Organization effort succeeds where one-man effort fails.

A vital element of all organization achievement is *contact*. The finest machine ever constructed fails to function properly unless its various parts work in unison.

To supply this regular, harmonious contact within the organization—and between the organization and its clients—is the purpose of the Johnson, Read & Company *Plan Board*. It also keeps every member in touch with all work in progress. It focuses the total *idea power* of the organization upon the problems of every client.

This is only one of the features of the SCIENTIFIC ADVERTISING procedure employed by Johnson, Read & Company. It insures to every client correctly developed plans and effectively executed campaigns, reflecting the unanimous judgment and combined experience of a complete organization.

This is one of a series of advertisements on "Scientific Advertising" as practiced by this organization and symbolized by its seal.

JOHNSON, READ
& COMPANY
INCORPORATED
Advertising

202 SOUTH STATE STREET, CHICAGO

Charter Member American Association of Advertising Agencies



You Have a
Standing Invitation to
Call and Inspect
Our Plant
and
Up-to-date Facilities

You will find upon investigation that we appreciate catalogue and publication requirements and that our service meets all demands.

We own the building as well as our printing plant and operate both to meet the requirements of our customers.

Day and
Night Service

The best quality
work handled
by daylight



One of the largest and most completely equipped printing plants in the United States

Printing and Advertising
Advisers and
The Co-operative
and
Clearing House
for Catalogues and
Publications

We assist in securing catalogue compilers, advertising men, editors, or proper agency service, and render any other assistance we can toward the promotion, preparation and printing of catalogues and publications. Our interest in the success of every legitimate business and publication prompts us to offer our assistance in every direction that appears practical and possible, and we invite suggestions with a view of making our service most valuable.

Catalogue and Publication

PRINTERS

ARTISTS—ENGRAVERS—ELECTROTYPERS

Make a Printing Connection with a Specialist and a Large and Reliable Printing House

Business Methods and Financial Standing the Highest. Inquire Credit Agencies and First National Bank, Chicago, Ill.

OUR SPECIALTIES

- (1) Catalogues
 - (2) Booklets
 - (3) Trade Papers
 - (4) Magazines
 - (5) House Organs
 - (6) Price Lists
 - (7) Also Such Printing as
Proceedings, Directories, Histories,
Books and the like.
- Our Complete Printing Equipment, all or any part of which is at your command, embraces:
- TYPESETTING**
(Linotype, Monotype and Hand)
- PRESSWORK**
(The usual, also Color and Rotary)
- BINDING**
(The usual, also Machine Gathering, Covering and Wireless Binding)
- MAILING**
ELECTROTYPING
ENGRAVING
DESIGNING
ART WORK

If you want advertising service, planning, illustration, copy writing and assistance or information of any sort in regard to your advertising and printing, we will be glad to assist or advise you. If desired, we mail your printed matter direct from Chicago—the central distributing point.

Proper Quality

Because of up-to-date equipment and best workmen.

Quick Delivery

Because of automatic machinery and day and night service.

Right Price

Because of superior facilities and efficient management.

Our large and growing business is because of satisfied customers, because of repeat orders.

We are always pleased to give the names of a dozen or more of our customers to persons or firms contemplating placing printing orders with us.

Don't you owe it to yourself to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let us estimate on your Catalogues and Publications.

(We are strong on our specialties)
(Particularly the Larger Orders)

USE NEW TYPE

For CATALOGUES
and ADVERTISEMENTS

We have a large battery of type casting machines and with our system—having our own type foundry—we use the type once only, unless ordered held by customers for future editions. We have all standard faces and special type faces will be furnished if desired.

Clean Linotype and
Monotype Faces

We have a large number of linotype and monotype machines and they are in the hands of expert operators. We have the standard faces and special type faces will be furnished if desired.

Good Presswork

We have a large number of up-to-date presses—the usual, also color presses and rotaries—and our pressmen and feeders are the best.

Binding and Mailing
Service

We have up-to-date gathering, stitching and covering machines; also do wireless binding. The facilities of our bindery and mailing departments are so large that we deliver to the post office or customers as fast as the presses print.

Rogers & Hall Company

Polk and La Salle Streets

CHICAGO, ILLINOIS

TELEPHONE WABASH 3381—LOCAL AND LONG DISTANCE

How Swift & Co. Gather Sales Data

By L. H. D. Weld

Manager, Commercial Research Dept., Swift & Co., Chicago

Up to a few years ago Swift & Company's advertising was confined to a few specialties such as Premium Ham, Silver Leaf Lard, Wool Soap, etc. When it was decided to extend the advertising to cover the entire business a commercial research department was installed, and Mr. Weld called from the chair of an Eastern University to take charge of the work. This account of what he is doing is taken from an address before the A. A. C. W. convention at Indianapolis on June 5th.

THE collection of market data, its proper tabulation and interpretation, and the preparation of accurate statistics, are no simple matter. Statistics do more harm than good unless they are properly handled. A man should really have professional training in statistical methods as well as a large amount of actual experience before he is equipped to handle this branch of the work satisfactorily.

The question arises as to how far this work should be done by advertising agencies and how far it should be done by the advertisers themselves. This question is difficult to answer definitely at present. Needless to say, an advertising agency must necessarily be equipped to handle this kind of work. This is especially necessary when the agency starts a new campaign. The manufacturer can not be expected to know how to go about it. The agency is supposed to furnish the expert knowledge in conducting a sales campaign. Advertising agencies should be sales engineers as well as preparers and distributors of advertising copy, because, as pointed out above, advertising is a part of selling and cannot be successful or effective unless it is properly linked up with the whole selling effort.

How Advertising Agent Can Help

The question resolves itself, therefore, into whether a manufacturer should attempt this kind of analytical work, and if so, how much of it should be left to the advertising agency and how much should be carried on by the manufacturer himself.

The safest and surest way for a manufacturer to keep up a continuous and comprehensive analysis of sales results and sales possibilities is to have his own department of sales extension or his own commercial research department, in order to supplement and co-operate with the advertising agency. He often runs into obstacles in trying to develop such a department, because the sales manager is apt to have but little sympathy with what he looks on as new-fangled ideas. Furthermore, when the manufacturer attempts this kind of work he looks through his own organization for the right kind of man to take charge of it. Sometimes he finds him; but he is more likely to achieve the desired results by bringing in a trained man from the outside, just as the manager of a manufacturing plant, when he wants to introduce scientific management or better methods of handling laborers, calls in an expert.

Such a research department can obtain its information partly from the sales records in existence within the office; but a large part of the most valuable data must be got by means of outside market analysis or field surveys. When it is desired to find out, for example, whether prices are being maintained by dealers, how dealers feel toward the product, where stores are sold in proper quantities, how many different competing brands dealers handle, and to what extent consumers ask for the product by its brand name,—recourse must be had to market surveys rather than to records in the company's files.

Salesmen Poor Fact Getters

There is an inclination sometimes to try to obtain this kind of information through salesmen, but it has generally been found that to do this work adequately and successfully a special corps of trained investigators is needed. If a salesman is properly routed over his territory, he cannot possibly have the time to collect the information needed. The salesman also has a personal interest which blinds him to facts that would place his work in an unfavorable light; and, finally, most salesmen are lacking in a broad conception of fundamental merchandising problems and hence frequently fail to grasp the significance of facts which would be of value to the management.

For these reasons, market surveys need to be made by men who are detached from the regular selling force. Furthermore, they ought to have a training in the fundamentals of business organizations. They ought to be able to answer intelligently: Why does my firm sell through jobbers, rather than direct to retailers? What would be the advantages of selling direct? How much more would it cost? How much, approximately, does it cost to sell the different commodities my concern is marketing, and what is the relative profitableness of the different lines?

The making of such market surveys is perhaps the most valuable thing that a research department can do. When they are made by advertising agencies or outside companies who make a business of this sort of thing, they are apt to be superficial in character,—although the final reports are usually presented in such a neat and attractive form, with striking sub-heads and marginal heads typed in red, that they look complete and compelling. Advertising agencies usually are not equipped to carry on such continuous and comprehensive an-

alyses as are necessary for the most scientific kind of field surveys or trade promotion. Such a department should not only co-operate with the advertising agency, but it should also serve as a check on the agency by carefully analyzing advertising results and by making a careful study of the choice of mediums, etc.

In addition to the kind of analyses suggested above, there are other problems for which many industries can employ a research department to advantage. And these are some of the most vital problems of the day. They have to do with the broad and fundamental relations of an industry with the public and with the Government. The economics of any industry are well worth studying. Just what economic function does any particular industry perform? How is it a benefit to mankind? To what extent is it misunderstood by the public? How can its service be improved? What is its policy in dealing with the public and with its own working people?

Having the Facts Makes Better Advertising

These are the problems to which the writer has been giving much of his attention during the few short months that he has been in his present position. This kind of work is helpful in furnishing the basis for an institutional advertising campaign, such as that being carried on by Swift & Company at present. A knowledge of economics is more or less helpful in such work, and the day has already arrived when the services of economists are being sought by large corporations.

In conclusion, be it said that product and market analysis yields economies because it results in more effective advertising, which in turn reduces sales and manufacturing expenses. Advertising is justifiable from an economic point of view only as it accomplishes this purpose, or as it results in a higher standard of quality of product for the same selling and manufacturing expense. The effectiveness of advertising for the future depends upon the amount of brain power used in its preparation and in the quantity and quality of the scientific analysis on which it is based.

CHARLES R. WIERS, who has been associated with The Larkin Company of Buffalo for the past seventeen years, has resigned as chief correspondent of that company to become sales and advertising manager of The De Long Hook & Eye Company of Philadelphia.



Policies of **The DARTNELL CORPORATION**

Governing Its Relations With Customers

- I. A business can succeed only in proportion to the repeat orders it receives from its customers. The ultimate goal, therefore, in all relations with customers, should be "repeat orders." When you sell a thing, set the price low enough so that the customer will feel he has received a great deal more than he paid for. The difference between what we COULD get and what we DO get, is the price we are willing to pay for good-will.
- II. In controversies involving money matters go the limit in accepting the return of material or refunding money. A customer's good-will is easily worth tenfold in future profits the amount involved in any one transaction.
- III. Proceed on the theory that all men are honest. Extend to all the same degree of confidence and trust that you would give to a personal friend. Only when a man deliberately abuses this confidence should he be treated otherwise. A man who is not "on the square" should be taken off all lists and his orders left unfilled.
- IV. Have one price, one code of conduct, one set of terms for all customers. Treat the little fellow exactly the same as the big fellow. You cannot play favorites without courting enemies.
- V. When you agree to do a thing, even though you see a loop-hole to crawl out, go through with it. Treat a contract as a contract, and not as a scrap of paper. Insist that those who contract with you do the same.
- VI. Conduct yourself so that you can respect the face you see in the mirror. Don't truckle to a customer nor permit him to use you to grind his axes. Never hesitate to choose between losing a customer and losing your own self-respect.
- VII. In dealing with others be tactful and diplomatic, but not to the extent of obscuring your true thoughts. A poker face and a poker tongue are all very well for a poker game, but gamblers seldom make good in legitimate business.
- VIII. When in doubt as to handling a certain situation, do as you would like to have the other party do were your positions reversed. You will occasionally "get the worst" of it by following this policy, but in the long run you will be the gainer, for in business a man reaps what he sows.

For the Sales Manager Who Travels

The Hotels Statler are installing salesman's directories in their lobbies. These boards have on them the names and room numbers of the salesmen using sample rooms. In some cases the name of the company is also added. It makes it easier for business men to locate salesmen—also competitors. However, the salesmen seem to appreciate the little additional service.

The Southeastern Express (trains Nos. 31-21 and 34-24 L. & N.) has been changed to leave Cincinnati at 8 p. m. and arrive Atlanta 11:50 a. m. North bound train leaves Atlanta 4:30 p. m., arriving Cincinnati 8:10 a. m.

The Capitol Hotel Company, controlled by General duPont, has leased the new Willard Hotel, Washington, D. C., from its present owners. The hotel will be extensively improved and made first class in every respect. This deal will bring the New Willard into the "Bloomer" string, comprising the Waldorf Astoria, The McAlpin and Claridge, all of New York, and the Bellevue Stratford of Philadelphia.

To add to the high cost of traveling, the Terminal Hotel, Fort Worth, is making a 15 cents exchange charge on all checks cashed for its guests, regardless of whether it is an American Banker's check, express money order, or post office money order. The exchange charge also applies when a man pays his bill with a check.

Sales managers who visit New Orleans occasionally will be glad to know that Theodore Grunewald is building a \$500,000 seven-story hotel to be ready next winter. It will be seven stories high with 225 rooms. This is in addition to the 23-story wing of the Grunewald Hotel now being erected on Barronne street.

J. E. HATT, who has been director of sales of the paint and varnish division of the E. I. du Pont de Nemours & Company, Inc., will succeed J. H. WILLMAN, retired, as manager at Seattle. The Seattle district of the explosives division comprises the territory of the states of Idaho, Oregon, Washington, Alaska and Hawaii.

The Federal Adding Machine Corporation of New York City, has appointed A. H. SAWYER its director of sales. Mr. Sawyer's experience as an organizer and manager of sales departments has been gained during his connections with the Wales Adding Machine Company, the Burroughs Adding Machine Company, and later with the Adler Machine Company.

WILLIAM T. STOKES, of the sales organization of the Thos. Cusack Company, outdoor advertising, has been made eastern sales manager of that concern. Mr. Stokes was formerly New England sales manager for the General Motors Corporation.



**The Sun Building
Sun Square
Baltimore**



The Heart of Baltimore

If you could stop for a minute in the heart of Baltimore's progressive business section you would be thoroughly convinced that Baltimore is one of the liveliest industrial and commercial centers on the Atlantic Coast.

You would see, among other handsome structures, a substantial building housing one of the most complete, up-to-the-minute printing plants in America. It is The Sun Building, standing in the center of Baltimore's downtown district. It is the Business Heart of Baltimore.

Here The *Sunpapers* are published daily and Sunday, and from here they are delivered to their thousands of readers—183,291* daily and 137,501* Sunday.

The Sun Building gives forth the same impression of faith and confidence and good will that is reflected in every issue of The *Sunpapers*. The Sun is typically a Baltimore institution—a part of the city. It is literally true that—

Everything in Baltimore Revolves Around **THE SUN**

Morning

Evening

Sunday

JOHN B. WOODWARD
Times Bldg., New York

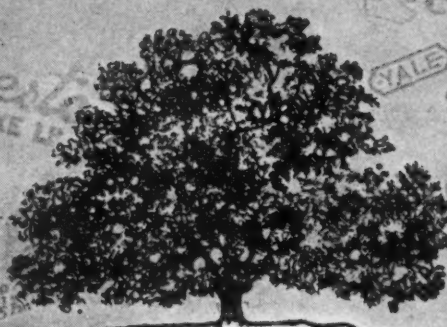
GUY S. OSBORN
Tribune Bldg., Chicago

*Average Net Paid Circulation April, 1920.

**Baltimoreans
Don't Say
"Newspaper"**

**—They say
"Sunpaper"**

HINMAN MILKER BLABON ART Linoleums
Westclox
CONGOLEUM GOLD SEAL ART-RUGS
Baldwin
Swift & Company
O Cedar Polish
"Flavo" Flour
e.e. CONN LEE
Elgin
UNIVERSAL
Ingersoll
Mellin's Food
Mentholatum
Columbia
Thermo Sport Cact
Ever-Tyte
ARMOUR & COMPANY
Stewart
SIMMONS BEDS
Wear-Ever
STYLEPLUS CLOTHES
MAYTAG
PHILADELPHIA DIAMOND BATTERY
NEW EDISON
Pillsbury's
ARTEMIS FLAYER BRAND
VICTROLA
Coca-Cola
COLGATE'S
Dental
DURHAM SOCIETY
SHALER
Pepsodent
LIQUID VENEER
CLOTHCRAFT CLOTHES
BALL BAND



TRADE MARK REG. U.S. PAT. OFF.
"Unlike any other paper"

Ever notice how certain brands of goods have a habit of leaving a dealer's store and moving out into the country to make room for more goods just like them? Something must be pushing them, or pulling them, or both.

It's both! The *pull* is from hundreds, perhaps thousands, of The Farm Journal readers in his community and the *push* is from the manufacturers who advertise in this greatest of American farm papers.

The Farm Journal is read, kept, re-read and depended upon as a buying guide.

Check up on the circulation of general magazines and farm papers in communities where you sell. You will be surprised to learn how wide-spread the influence of publications like The Farm Journal really is.

The Farm Journal

CHICAGO PHILADELPHIA NEW-YORK

*Sells Most Goods Because
Read by Most Farmers*

Easing Your Men Over Rough Spots

By Eugene Whitmore

Those of our readers who have "done their turn" on the road know what it means to go up against the icy reserve of buyers day after day. It sometimes takes months to break through this line of resistance and get relations on a basis where you can actually do business. With the average cost per call climbing steadily, any plan for cutting down the energy thus spent is worthy of serious consideration. Mr. Whitmore here tells us how some concerns are solving this problem at an insignificant expense.

H. J. HEINZ was a great believer in the use of favors to short-cut the good-will building process. It was his custom, so the story goes, to always carry a miniature pickle on his watch chain. Its vivid color, and uniqueness attracted instant attention. When he saw that it had excited a man's curiosity, he would generously take it off his gold chain and present it to the customer as a token of good-will. In this way he distributed thousands of these little charms which undoubtedly played an important role in the upbuilding of the great Hienz business. The same is true of many other concerns. It would be difficult indeed to estimate how many sales have been shortened through the use of an appropriate yet inexpensive specialty distributed by clever salesmen. A large salt company, for example, supplies each of its salesmen with quantities of pencil clips, bearing a reproduction of their trademark. These clips are very useful especially to the active grocery clerks, and even to the jobbers' salesmen. They are inexpensive, yet instead of filling up the waste baskets, they are placed in constant use, and usually displayed rather conspicuously where many customers see them. In distributing these clips the salesman for the salt company is afforded a good opportunity to explain to the clerks the features of the various brands of salt his company is marketing.

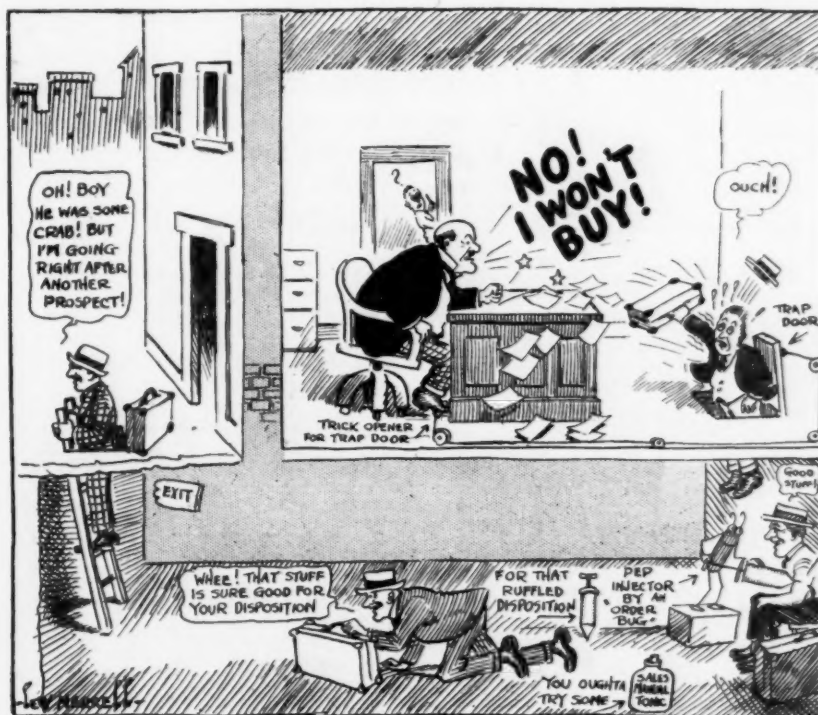
Another concern manufacturing a baby food has found it profitable for their salesmen to call on the doctors, but from the start of this work it was found that the doctor is rather hard to interest—he is a very busy man, having a great deal to think about all the time, and to get his attention and at the same time establish friendly relations with him was no easy task. This concern hit upon the idea of supplying their salesmen with a metal propeller pencil, equipped with a handy clip, neatly imprinted with the name of the food. No other advertising appeared—it was thoroughly in keeping with the dignity of the medical profession, and extremely useful. As soon as these pencils were used it was found much easier to get the doctor's attention, and to maintain his interest in the proposition long enough to convince him that it was worthy of his recommendation. It is only reasonable to suppose that in a fair number of cases when the doctor was prescribing a diet for a baby, at the same time writing his recommendations with the pencil that he was reminded to include this food in baby's diet. The

fact that this concern received many requests for these pencils from doctors whom salesmen had been unable to reach proved that they were used and appreciated. This concern also uses folding pocket mirrors to reach the nurses and dietitians in hospitals, as well as celluloid blotter pads, paper clips and pin trays, all bearing a colored picture of a baby who is the very picture of health, but very little advertising copy.

A large brokerage house whose salesmen call on the dealer each month has used very successfully a pocket reminder having a memorandum sheet for each day in the year. The sheets are bound in monthly pads, and fit in a neat leather holder. On his first visit for the year the salesman presents the leather holder and a pad for January—each subsequent month a new pad is presented. This firm has been using this idea several years and occasionally receives a request for pads from a customer who received the holder two or three years ago. When your customers write and request your advertising it is proof that it is used, read and appreciated, and insures your salesman being cordially received on his next visit.

In many lines it is practically im-

possible for a salesman to gain an interview with hundreds of buyers, especially those who insist on having the phone operator accept the salesman's card and read it to him over the phone, or have the salesman's card sent in by a boy. When a man is busy, not in an extra good humor, or not in a buying mood (which often happens) it is mighty easy to say to the boy "Just tell him that we will keep his card and remember him when there is anything in his line, but we are not interested today." The writer once occupied a desk directly in front of the purchasing agent's desk—in fact we sat so close together that we could each hear the other's phone conversation. This buyer had a habit of having the girl at the telephone read the salesmen's cards. One day I heard him say "Tell him that we don't need anything in his line today." My sympathies being with the salesman I turned and asked him how did he know he didn't need anything today. "The fact is I don't know, but I don't feel like looking it up." He could have turned to his card index file and instantly ascertained whether his supply was in need on replenishing or not. Just for the sake of learning a thing or two I asked him to look up the



MERRELL'S IDEA FOR A PAINLESS EXIT FOR ORDER TAKERS

Now that thoughtful buyers are installing cigar butt checking racks for the poor salesman, why not go a step farther and put in a few real improvements?

line this salesman was selling. It happened that he sold cartons, wrapping paper, twine, shipping room supplies etc. We sent for the card he had left with the phone operator. We also learned that there were several items that he sold which would have to be purchased that week. Suppose that salesman had handed the girl a neat leather cover for books of safety matches, a letter opener, a pencil clip, a celluloid calendar and memorandum tablet, an inexpensive metal nail file, or even a pictorial blotter with a monthly calendar. She would have religiously carried it direct to the purchasing agent's desk, and he couldn't have refused to give the salesman a moment or so of his time, and having done this it would be a poor salesman who couldn't induce him to ascertain whether or not the agent was in need of anything in his line.

It may be well to add a word of warning here. Be sure that the article

is not too expensive. For two reasons. First, of course, so many will be required that a few cents is necessarily the limit to be invested per article. But there is still another more vital reason. Don't use an article that will look as if you are attempting to resort to cheap bribery. Be sure that the salesman uses it so that the customer will look upon it as an advertisement, as well as a gift. Some men are cranky—rather I should say conservative and dislike to accept gifts from firms they do business with, so it is better to have the buyer not appreciate it quite so much, than to look upon it as an attempt to unduly influence him in your favor.

A salesman had been calling on an advertising man for some months in an effort to interest in him in a certain advertising specialty. The salesman had never been able to get past the assistant with his regular business card. One day he attached a brand new metal paper

clip to his card and requested the assistant to present it to the buyer. In a moment he had an invitation to see the buyer in his private office. "Just where and how do you wear this thing," laughingly asked the buyer before giving the salesman an opportunity to introduce himself. It required only a moment to show the buyer how the clip was intended to be used, and its usefulness and novelty attracted his attention, and they soon were on friendly terms discussing the very medium of advertising that the salesman wanted to sell. It developed that the salesman had a real idea, and that the buyer was not at all averse to listening, once he learned that the salesman did not come in merely to "have you look over my line." A sale was eventually consummated, because the buyer was really looking for advertising material such as the salesman sold. But without an unusual method of approach, and the interest created by the specialty attached to the card the salesman might never have gotten past the assistant. This clip costs less than ten cents, yet it saved several dollars worth of the salesman's time in this one instance, to say nothing of the profit made on the sale.

Systematic Passing Out

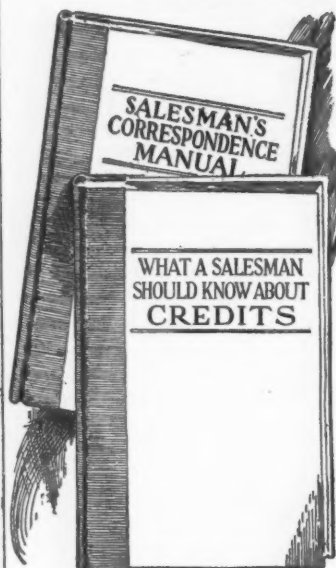
In using specialties for your salesmen to present to purchasers be sure that the salesmen are properly impressed with their cost. Let them realize that they must not be wasted, or merely "passed out" to anyone and everyone. A plan should be adopted that will fit the article and if possible obtain an article that is peculiarly suggestive of your business. Printers find that celluloid, metal and wooden rulers are very profitable mediums for their use. The same is true of all kinds of office supply, desk and filing device lines.

Some firms go to considerable expense and trouble to gain the goodwill of the clerks. A large macaroni manufacturer obtained the names of thousands of clerks in grocery stores and presented each of them with a high quality pocket knife, each knife bearing the clerk's name on one side and an advertisement of the macaroni on the other. This "stunt" made a great hit with the clerks and was the means of a great increase in sales.

A variation of the advance card idea is used by some salesmen in this manner. Instead of the usual postcard they have a quantity of art blotters made up for each month, each bearing a monthly calendar, and the date the salesman expects to visit the dealer is outlined with a red pencil. Just over the calendar the message is printed, ending up with "I expect to see you about—" here the line is drawn with a red pencil to and around the date of the salesman's arrival. The blotter is more likely to be used and noticed than the ordinary postcard, and as it is used a month at least it is good advertising ever after it has served its purpose as an advance card.

There are thousands of articles that can be found to be used by the salesmen. Prices range from two cents up to just as much as you care to pay.

Let Us Send You These Two Manuals on Approval



We have received hundreds of letters from sales managers and salesmen in all lines of business assuring us that these standard manuals fill a long-felt want. One sales manager said that he had been intending to write a manual on correspondence for his salesmen for the past seven years, but never had time. Our manual saved him the trouble, and he bought a supply at a fraction of what it would cost him to have a special manual of his own printed.

The outstanding feature about the manuals is that they are down-to-earth. The points are put over, not by generalizing, but by quoting actual experience of some salesman. The manuals are really interesting. They are appreciated and read by salesmen. They will do more to develop salesmen, at less outlay of time or money, than anything we know of.

Credit Manual

Opens salesman's eyes to importance of credits as a factor in sales. How to size up a credit risk; getting the right references; how to analyze financial statement; keeping tab on customers; legal phases of credit; something about trade acceptances; credit suggestions to pass on to customers and other equally concrete data. Will help any salesman increase his net profit showing. 100 pages.

Correspondence Manual

Promotes closer co-operation between salesmen and office. Tells how to write concise informative reports to the office; how to write a business getting letter to a customer; suggestions for advance letters; how to turn letters of complaint to advantage; with a chapter on general sales letters. Valuable list of words abused in salesmen's letters to office. A book that will solve the report problem for you.

Price \$1.10 each on approval

The Dartnell Corporation
223 West Jackson Blvd., CHICAGO

What *Organization* Means to Mail Advertisers

All Sales Managers who stimulate business through the mails can use our service to advantage. You can secure service through our organization in any portion of your mail advertising. You can enjoy our co-operation "from the idea to the mail sack." In other words, this organization affords complete advertising service. This is a convenience to advertisers; it permits them to centralize their work, promoting harmony, eliminating waste, misunderstandings, delay and trouble, as when several concerns contribute parts of the work. Our service takes the responsibility and details off the shoulders of an executive and leaves the executive free to devote his brain to work he can't *pass along*.

Ways We Can Help You

Plans for entire campaigns from start to finish—or a single mailing piece.

Compiling lists to order from the latest sources, guaranteed 98 per cent correct.

Addressing of envelopes, wrappers, etc.

Filling in names on letters.

Printing letterheads, envelopes, post-cards, order blanks, etc.

Printing of mailing folders, enclosures, fold-over and double letters, circulars, etc.

Reproducing of form letters.

Enclosing and mailing of literature in any quantity.

Stencil service for house organs, clubs, societies, associations.

Write for Booklet "Mail Advertising Service"—FREE!

BUCKLEY, DEMENT & Co.

First in Direct Advertising

635 SHERMAN STREET - - CHICAGO

Phone, Harrison 850

When Advertising Fails

There are still advertising failures. But few of them are now to be laid at the door of "poor copy."

THE FALSE START is the Twentieth Century Advertising Bug-aboo.

Advertising failures of the past year that have come to our notice are chargeable as follows:

(1) IGNORANCE OF MARKETS. A miller chose a market where the demand for corn has always been light, to "try out" white corn meal, flour, etc. Grocers were stocked as Summer approached. There was spoilage. One mistake led to another.

After months of hard work and heavy expenses the sales force has been disbanded and advertising discontinued.

(2) INADEQUATE MERCHANDISING. The manufacturer of a five cent confection entering a market created by another refused to be persuaded by his agent to start the active work of securing distribution until *two weeks after* the start of large-space, high-price-position advertising. At the end of nine months he is still trying to work out his "preliminary sales proposition."

A high-priced toilet goods account after making sales of \$10,000 with the aid of advertising to the amount of over \$100,000 has just changed agencies. Probably the first agent's advice was not followed.

(3) MISUSE OF MEDIA. Two lines of jams after throwing away their first year's selling and advertising appropriations are forced to start all over again with new selling organizations. One used a reminder medium to introduce a new product; the other inadequate space in too big a list.

Another food product after spending \$150,000 in a reminder medium is keeping several thousand grocers stocked by constant replacements. Six years—and the public knows the trade mark, but has no idea what it stands for.

ASK US ABOUT NEW YORK—the market, merchandising methods, media.

Try advertising in newspapers by the year

THE NEW YORK WORLD'S MERCHANDISING DEPARTMENT

Mallers Bldg. Chicago

Pulitzer Building, New York

Ford Bldg., Detroit



Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade marks, label infringements, etc. If possible, they will be answered in forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 223 West Jackson Blvd., Chicago.

Protection for Campaign Badges and Buttons at Limited Expense

Chicago.—In anticipation of the forthcoming Presidential campaign we are planning to put out a varied line of campaign badges and buttons. We would like, naturally, to establish a monopoly in our original designs, but in view of the limited duration of the market cannot afford to go to much expense. Is there available any short term protection?—N. Bros.

Perhaps your purpose will be served by taking out for each badge or button design a design patent for the shortest possible period—that is, for three and one-half years. Ordinarily applicants for design patents are prone to sew up their monopoly for the longest possible period, viz., fourteen years, but in your case the short term would suffice. The cost of such a patent, including the government fee and the fee of an attorney, should not exceed, say, \$20.

Use of Service Utilities by Distributors May Be Restricted

St. Louis.—We have in contemplation placing on the market a new nonalcoholic beverage designed especially for the "fountain trade" and have conceived the idea that it would be a clever sales stunt if we could supply our distributors with glasses of distinctive character. But is there any way in which we can restrict the use of our distinctive glasses to the dispensing of our particular product?—T. N. B.

You may find much comfort in a decision that was given in a Federal court in New Hampshire some time since in the case of the Moxie Company v. Bagoian. The Moxie Company sued when glasses in which the name "Moxie" was prominently blown were used in serving a rival drink, and the judge held that inasmuch as it was clearly not the intent of the Moxie Company that the glasses it furnished to dealers should be used to dispense other beverages, an injunction was warranted.

The Word Trade-Mark Cannot Be Registered

Ogden.—I have evolved what I believe to be a unique trade emblem and have found a way to incorporate the word "Trade-Mark" in the design in a particularly effective manner. If I register this mark must I also append a line indicating that registration has been made at the U. S. Patent Office?—C. V.

While the officials at the U. S. Patent Office seldom take the trouble to admonish a trade-marker whose public proclamation of registration is inadequate, the fact remains that the single word "Trade-Mark" scarcely conforms to the requirement of the law. More important, though, in your case is that your application will court rejection at the Patent Office unless you specifically "disclaim" the word "Trade-Mark" appearing in your design. The officials will not pass for registration any mark embodying the word "Trade-Mark" unless its owner waives any claim to a monopoly in this part of his design.

Exact Specification of Goods Essential in Establishing a Name Claim

New London, Conn.—In the case of a new product that will rank as a substitute (of different ingredients) for a class of goods already known to the trade by generic name would it be wise, in the interest of the broadest possible protection, to specify when making application for registration, the class of goods where competition is to lie?—G. P. T.

It were perhaps the better part of valor to stick to literal specification. We give this advice because we have fresh in mind the recent clash between Ponemah Mills and Royal Embroidery Works when "Gloirette" was in conflict with "Soie sette." In the application for the registration of the former word the specification was given as "silk," but it came out during the hearing of the case that the goods were really wool and artificial silk, and on this point the case turned, inasmuch as this composition of the fabric made it of the same descriptive properties as the opposing product, mercerized or mercerized cotton fabric.

Uncle Sam Has a Policeman on the Watch for Misbranding

Suffolk, Va.—Recent numbers of the SALES MANAGEMENT MAGAZINE have contained reference to bills now pending in Congress to penalize misbranding of merchandise. Do I understand that we now have no general laws against misbranding other, of course, than the Food and Drug Act.—D. E.

The U. S. statutes provide, for inaccuracies in the labeling of general articles of merchandise, no penalties such as are prescribed for misbranded food and drug products. It is a mistake, though, to overlook the fact that a governmental agency, viz., the Federal Trade Commission, is, under its vested powers, constantly on the watch for misbranding. Within the month, for example, this business policeman has "cited" the Esco Hosiery Company for advertising and labeling its goods in such a manner that the Federal authority believes that the purchasing public might be led to suppose that it was obtaining goods made wholly of silk, when in reality the material is of less value than silk.

Pirating of Automobile Trade Names Goes Merrily On

Indianapolis, Ind.—Can you advise me with what success the National Automobile Chamber of Commerce is meeting in its effort to compromise with the Portuguese citizen who registered in European countries the names of some three dozen of the best-known American makes of motor cars and trucks.—F. S., Jr.

The manager of the National Automobile Chamber of Commerce informs us that negotiations are proceeding satisfactorily through an attorney in Portugal who was retained through the friendly offices of the Department of State. Progress will be slow, but there

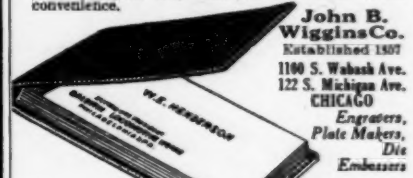


The very "Feel" of a Wiggins Card Bespeaks—

volumes for the character and ability of the bearer and the house he represents. The firm, bristly bristol board with its clean-cut, perfectly formed engraved letters denotes a care and attention to details which the recipient subconsciously associates with the product and policy of the firm represented.

Wiggins Peerless Book Form Cards

come in book form. And yet each card can be instantly detached and bears a sharp, clean-cut edge. There is a style and distinction about Wiggins Cards that command the respect of executives. Many of America's biggest business houses use them. Why don't you? Send for a tab of specimens. Detach them. Note the "feel"—the character they convey. Then think of the convenience.



John B. Wiggins Co.
Established 1897
1190 S. Wabash Ave.
122 S. Michigan Ave.
CHICAGO
Engravers,
Plate Makers,
Die
Embossers



The DIRECT-MAIL "HOW"
is answered in this monthly journal of direct-mail advertising. Articles from those who have had practical experience with letters, booklets, circulars, enclosures, house organs, etc.
How to Write Letters that \$1.00 Will Buy
How to Collect Money by Mail
How to Conduct a Mail a year Follow-Up
How to Use Mail Salesmen—these and similar subjects covered. If you want to keep abreast of the latest in direct-mail work—if you want the biggest dollar's worth you ever bought, send your subscription NOW.
MAILBAG PUBLISHING CO.
1800 E. 40th St. Cleveland, Ohio

RUTHRAUFF & RYAN
INCORPORATED
ADVERTISING
404 FOURTH AVE. at 28th ST., NEW YORK
CHICAGO: 30 NORTH MICHIGAN BOULEVARD
BALTIMORE: 209 NORTH LIBERTY ST.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months \$1.00; 1 year \$2.00.
POSTAGE • 13 East 18th St., New York City

Binders for Volume II
Sales Management
\$1.25 POSTPAID
The binders will hold 12 issues.

"Why My Sales Increased"

"If every salesman could present his proposition—his samples, catalogs and price lists—as easily and quickly as I can with this portfolio, he would be *sure* to sell more goods.

"The impression that this portfolio has made on the people I call on, has resulted in greatly increasing my sales.

Portfolios and Bags That Silently Produce Sales

There is sure to be one style out of our large variety of designs that will just suit you. The prestige and respect which your salesmen will gain through the use of our equipment—its richness of leather and conveniently arranged interiors—make them silent sales producers.

FREE Illustrate Complete Line of Portfolios and Bags BOOKS

"Portfolios" is a book that will show you how to equip your men for bigger sales—illustrates the Cleveland leather line. It's free to sales managers, salesmen and executives. Better write for your copy today. Say if interested in Portfolios or Bags.

The Cleveland Leather Goods Co.
Cleveland, Ohio, U. S. A.



EVERY DOLLAR

that is spent for advertising in a publication that misrepresents its circulation and thus obtains money under false pretenses is a dollar lost to the publishers who give full value.

In self-defense, therefore, the "above board" publishers have an independent audit made of their circulation records by the Audit Bureau of Circulations and invite their competitors to do likewise.

When excuses or evasions are given for declining the challenge, the advertiser can draw his own conclusions.

There are many excuses for not belonging to the A. B. C. There is only one reason.

Sales Management is a member of the Audit Bureau of Circulations. There are no hidden mysteries about its circulation records. Circulation statement on request.

is reason to believe that the American sellers will recover their property upon payment of a very modest ransom. What worries the Chamber officials, however, is that, in the face of this lesson, many automotive firms continue to ignore the appeals of the Chamber to safeguard their precious names. For example, a few months ago one of the leading American manufacturers of passenger cars was warned through the Chamber that his sales agent in Argentina was about to register the car mark in his own name. The company could not believe it and took no action, but has since had to lay out the sum of \$3,500 to recover its name and the right to continue to land in Argentina cars bearing that mark.

Bona-Fide Sales Desirable in Order to Establish Rights in a Name

East Palestine, Ohio.—We are doing at present a strictly local business with a named preparation but are desirous of establishing title nationally to our brand name against the time when we will have wider distribution. Will it be sufficient for the formalities of the law if we circulate a few free samples in interstate commerce?—N. H.

The course you suggest cannot be recommended. It is quite true that decisions of the courts have held that use of a brand on samples can constitute a trademark use, but it is always best to conform to the spirit as well as the letter of the law. In a very recent controversy between Thomas W. S. Phillips and Richard Hudnut involving rival claims to a trade name for talcum powder, the highest court decided against Phillips principally because it was felt that the law was not "satisfied" by the distribution of a few small boxes of the powder at a purely nominal price to druggists in different states, not one of which dealers had asked for the trial offerings.

It's Men Who Count

We don't talk enough about men, when it is all we should be talking about.

We talk about policies, when we should be talking about men.

We talk about methods, when we should be talking about men.

We talk about systems, when we should be talking about men.

And why?

For the very good reason that men make policies, methods and systems.

And so, let's talk more about men.

When you are not satisfied with policies, methods or systems, look to your men.

They are responsible and it is there that improvements are needed.

The human element is responsible.

Go to the source, then, that needs remedying.

Go to the source responsible for the action.

Man is responsible!—W. C. Sills, General Manager of Sales, Chevrolet Motor Company.

"Please renew the writer's subscription to SALES MANAGEMENT. There are so many good articles in it that I would not care to miss a single issue."—E. C. Margileth, Briggs Cereal Products Co.

BRAENDER TIRES

Fabrics and Cords

Red and Gray Tubes

Will Reduce Your Selling Cost



We are manufacturing a specially large tire with an extra ply of fabric for use on salesmen's Fords, Dodges, Buicks, Chevrolets, etc.

Braender tires have an unusually strong body and large air chamber to stand up satisfactorily under the unusual hard usage that these cars are subjected to.

Also there are no better cords manufactured than Braenders, which are made in all sizes up to 40x8.

Insist that your salesmen use Braender tires and tubes

and

MORE MILEAGE

GREATER SALES

LESS TROUBLE

at less cost will be your reward.

RALPH MULFORD

again drove Braender Tires & Tubes to victory at Indianapolis Speedway, May 31st, 1920, completing the entire distance of 500 miles—average 76 miles per hour—without a tire change—100% Efficient.

Braender tires established a world's record for tire endurance May 31, 1913, over the same speedway without a tire change on Mulford's Mercedes, the only car entered in the race with Braender tires. That day there were 84 tire changes on other cars.

Uniform mileage and service is what you must realize and what Braender tires and tubes are accomplishing on the track is assurance to you of long and satisfactory service on the road.

If Agents are not close at hand write to

BRAENDER RUBBER & TIRE CO., RUTHERFORD, N. J.

PHILADELPHIA
1352 W. Girard Ave.

CHICAGO
64 to 72 E. 14th St.

SAN FRANCISCO
131-133 8th St.

NEW YORK (Export)
132 Nassau St. (Dept.)

Norval Hawkins'
Latest Book
on Selling, entitled

"Certain Success"

is now ready. Postpaid
\$3.75—money back on re-
quest. If you prefer to
make it in two jumps, use
or copy the coupon below.

E. M. DUNBAR,
1913 Rowena St., Boston 24, Mass.
You may send me "CERTAIN SUCCESS"
postpaid on approval and within one
week of its receipt I will either send
you \$3.75 or return it.

Name

Address

Gross Circulation
for July issue

Sales Management

7,000 Copies
6,600 Paid

□□

Advertising Rates

\$50 Run of paper page

\$35 Two column space

\$30 Half page across column

Special Rates for
Twelve Consecutive
Insertions

Member Audit Bureau of Circulations

Review of Price Maintenance Situation

By W. B. Colver,

Member Federal Trade Commission, Washington, D. C.

CONSIDERABLY more than a year ago the Federal Trade Commission invited the partisans of all the sides to the troublesome price maintenance question to appear in person or by attorney and thrash the thing out with each other in the presence of the commission.

In the end, everybody was able to show beyond question that everybody else was taking a narrow and selfish view of the problem and that therefore his arguments were not grounded on broad truth and should be disregarded by the commission. The lawyers brought in the books and proved to their own satisfaction, beyond a shadow of a doubt, that the law required that prices be maintained; and likewise that the law absolutely forbade it.

Out of all this welter there seemed to persist a fairness of the contention which was made, that the manufacturer of trade-marked or identified merchandise, after it passes out of his ownership and into the ownership of another for the purpose of resale, still has an actual proprietary right in the good name of and the good-will attached to that article. It seemed quite as clear that title to the article itself having passed, control over the article itself or its use had passed.

Those who asked for the maintenance of fixed resale or retail prices, to be enforced by the manufacturer, held that not only the law of supply and demand, but the self-interest of the manufacturer would cause the price to the consumer to be a reasonable price, carrying only a reasonable and legitimate profit. Against this, it was argued that a fixed retail price to the consumer might be reasonable and yet if the manufacturer had the power to fix the price at which he would sell and the price at which the consuming public should buy at retail, he might easily allow so narrow a margin for distribution cost and profit that the dealers would not be fairly compensated for the service they performed.

Failing then to secure a consensus of opinion from the men of the business world and its legal advisers, the commission sought to move toward a final solution by two other routes.

It seemed to be useful to find one or more typical cases unclouded by collateral issues and to carry these cases through carefully, not with any prejudice one way or the other, but with the purpose of getting a final decision in the highest court which would guide the business world and control the judgment of the commission.

Meantime, 100 or 150 applications for

complaint had piled up in the commission. The only way a court review could be had was for the commission to issue its formal complaint in typical cases and, after due hearing, issue its order to cease and desist, which could be appealed to the courts by the respondent. The Beechnut Packing Company has undertaken the very great burden of carrying forward this test litigation from the other side, and in doing so, I believe is performing a real public service. It is carrying the litigation forward in a sportsmanlike way, and the commission, I believe, is meeting the Beechnut people in the same spirit. Not with great concern as to which way the court may finally decide the question, but with the earnest desire that it be decided finally one way or the other.

Meantime, following the second course of endeavor, the commission made a suggestion formally to Congress with respect to the Stephens Bill, which had been pending for a long time. The Stephens Bill in its original form was intended to legalize the enforcement of resale prices by contract or refusal to sell and by any other reasonable means. There is no disguising the fact that there was and is in Congress a very definite and a very solid opposition to the Stephens Bill in that form.

It had been fairly established that the manufacturer of identified merchandise has a proprietary right and interest in the good name and good-will attached to his article, and it seemed to be agreed that any concern which, through years of honest dealing, years of maintenance of quality, of service, of resisting temptation to cheapen his goods or to cheat or fake the public, has become possessed of a thing which is infinitely more valuable, not only than the article itself, but than the tangible property devoted to its production. That is good-will.

The commission recognized this principle and at the same time recognized the objection, which seemed to be well taken, that no man should have the right both to name and to maintain by force the price at which a thing should be sold by other merchants after he had parted title to it, unless other parties at interest were given an opportunity to challenge and examine the reasonableness of the price so named.

So it was that it was suggested that there be added to the Stephens Bill in its original form a paragraph which would say that any manufacturer who desired to maintain a resale price by force—that is, by refusing to sell or by any other lawful means that he can bring to bear—should first file in a public place his scale of prices and terms of sale, with his quantity discounts and all the rest of his selling policy.

Celluloid Films are Dangerous!!

The operation of any portable projector using Celluloid Films, without a fire-proof enclosing booth, is prohibited by State, Municipal and Insurance restrictions, and the violator is frequently subjected to severe penalties.

SAFETY

USE PATHÉSCOPE FILM

List of Prominent USERS ~

Now using the
New Premier Pathéscope
in sales-work:

American Liability Insurance Co.
Atlas Powder Company
Baldwin Locomotive Works
Boston Woven Hose & Rubber Co.
Delco Co.
Diamond Match Company
General Electric Company
International Correspondence Schools
International Harvester Company
National Cash Register Company
Otis Elevator Company and others



THEN you avoid all chance of accident to begin with and you do not come in conflict with any of the wise regulations promulgated by the State Legislatures, the Insurance Underwriters, or the Municipal Authorities.

If you use Pathéscope "Safety Standard" film and the Pathéscope Projector, your salesmen can show pictures anywhere, at any time, without danger to themselves and without creating in the prospect's mind a fear of accident that diverts his attention.

These "Safety Standard" films and machines take your product and sales story right to the man who is most interested in them. Showing your manufacturing processes in animated pictures on the screen is fully equal to a personal visit to the plant and much more welcome to the prospect, because he does not have to take so much of his time away from his own affairs.

The brief list of prominent industrial users given at the left shows the favor in which the Pathéscope is held by the foremost manufacturers, as a sales aid. Note that the Pathéscope weighs only 23 lbs. and operates on any light circuit. No licensed operator required. For transportation the machine packs easily into a small suit case.

If you now have old-style, inflammable industrial films, let us print them on Pathéscope film and insure the safety, comfort and hearty cooperation of your salesmen, instead of their mere compliant use of a cumbersome, dangerous apparatus that is hard to transport and that compels disregard of protective laws and regulations every time it is used without a licensed operator and a fire-proof enclosing booth.

The Pathéscope "Safety Standard" film and machine are both labeled by the Underwriters "Enclosing Booth Not Required."

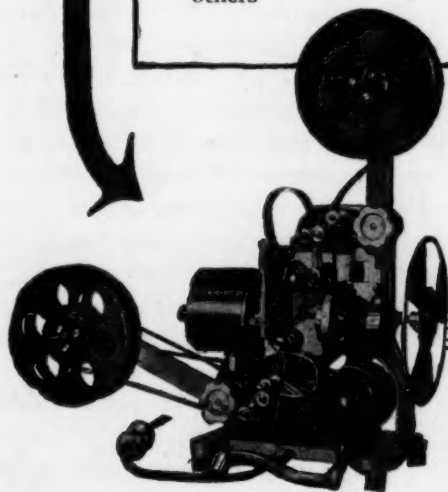
Descriptive Literature Sent on Request

The Pathéscope Co. of America, Inc.

Willard B. Cook, President

Suite 1824, Aeolian Hall, New York City

Agencies and Service Stations in Principal Cities



THE NEW PREMIER
Pathéscope
Flickerless "SAFETY STANDARD"
Motion Picture Projector





EDITORIAL

The Sales Manager And the Shrinking Margin of Profit

A condition is developing in business that bids fair to become serious before the year is out. We refer to the inroads which increased production costs are making on profits. We read in the *Philadelphia Public Ledger*, for example, that the Elgin Watch Company is only making half its normal profit. The company does not deem it wise to advance prices in the face of the public temper, yet the cost of labor and materials is marching hilariously on! Similarly E. I. DuPont de Nemours & Company publish in the June issue of "*The DuPont Magazine*" a chart showing the relation of selling price to costs on explosives over a period of two years. During periods of 1919 an actual loss resulted due to the company's inability to fluctuate selling price with production cost.

These instances are typical of a hundred industries. Your turn may be next, if indeed you are not already feeling the effects of the condition. The solution to the problem rests largely in the hands of the sales manager. It calls for a high order of generalship. Insist that the line be cleared of all unprofitable articles. Check up and find out if losses are being sustained because your sales plans have failed to promote the sale of the most profitable products. Investigate the loss on special articles due to the sales department accepting orders for quantities too small for economic production. What new products can be added to the line to reduce the overhead percentage if the plant is not working at capacity? What plans can be worked out to increase production without increasing facilities, thereby bringing about a decrease in the over-head rate, and a larger margin of selling price? (This is especially pertinent if selling price is influenced on a factor of over-head). And last but not least what can be done to cut down the overhead in the sales department itself? Is the present plan of organization providing the maximum volume at the least cost, or is the present scheme of organization merely a loosely knit affair which grew up with the business—a business built to fit the organization rather than an organization built to fit the business?

Fewer Samples And More Sales

Some of our good friends who complain about the increased cost of travelling may find some relief by cutting down the samples their salesmen carry. It has been determined that it costs no less than \$1,390 a year to travel an extra trunk at present rates. Finch, Van Slyck & McConville recently tried the experiment of reducing each salesman's samples to one trunk, with

a saving of nearly \$8,000 in expense. But more important still, it was found that the salesmen sold more goods with fewer samples than they did when they took out two or even three trunks. Several other wholesalers testified to the same effect at the recent meeting in Chicago of the National Sample Men's Association. At this meeting J. W. Hamilton, the chairman, made the point that we should not allow ourselves to be deceived by the extraordinary demand for merchandise. It can easily be proved that by condensing the samples a greater amount of business can be secured. And when you stop to think of it how true this is. It is the old story of the three ring circus—too much to see at one time. A very shrewd advertising man, who has a reputation for getting his copy over makes it a rule to only submit two layouts at a time—the one he wants the advertiser to "O. K." and one he uses for a decoy. This is in marked contrast to the popular belief that the more designs you give a man to choose from the better. The same is true in building a line of samples—a salesman can do a bigger business with two trays of bang-up samples and a dozen books of photographs than he can with a hundred trunks.

* * *

Are You Kidding Yourself About Being Over-Sold

We know a manufacturer who is making a grave mistake. He is going ahead on an over-sold basis when he is not over-sold at all. He just thinks he is over-sold because he has a few months orders ahead. It is quite possible for a concern to be six or seven months over-sold, yet still over-producing. Take some lines of paper for example. Printers, brokers, advertisers, publishers, dealers and lithographers have speculated wildly in paper. One big Chicago printer has enough paper piled up in his plant to run him a whole year, and he is holding it all in reserve so far as possible using only what is absolutely necessary. All the other stock he uses is bought on the market at current prices. The same is true in hundreds of other lines—vast stores of material is being hoarded by speculators of all kinds. This represents *demand* that has not been *consumed*. Just as soon as prices begin to fall off, and money becomes scarcer these speculators are going to stop buying and begin to use or sell the stocks they are holding. There will be a dearth of new orders. Then you will know whether your so-called over-sold condition is a bubble or a reality. You may find that you have simply been making goods for some one else to carry in stock. You are only over-sold when your production falls below *actual consumption*.

COMMENT



Do You Really Know Where Your Best Market Is?

Occasionally sales statistics show that the organization is "barking up the wrong tree". It may be more profitable to push some other line, or to concentrate sales efforts in a different line of industry. The Safe-Cabinet Company, received a jolt not long ago as a result of some statistics that were kept on salesmen's calls and lines of business sold. It has always been a tradition in this industry that manufacturers were among the very best prospective buyers. The more manufacturers that were in the territory the better the salesmen regarded that territory. Manufacturers were invariably called upon first. But statistics developed that the greatest percentage of sales made by these same salesmen were of a wholly different class than manufacturers. This was not merely a freakish condition found in one or two territories, but is true of all territories. Many concerns follow the practice of guiding the efforts of the sales organization with the aid of continuous analysis of sales and salesmen's calls to prevent diversion from the line of endeavor that will mean maximum results for the salesman and the house. Its just one more case of where knowing pays better than guessing.

* * *

Awkward Squads For the New Salesmen Recruits

Within the past few months two representative sales organizations have turned their thoughts toward the better training of new salesmen. One of these concerns is the Phoenix Mutual Life Insurance Company, which has inaugurated, under the supervision of Mr. D. Gordon Hunter, a carefully worked out Sales Training Course, and the other is the United States Rubber Company which has recently called in one of its alert branch managers and told him that from then on he would be responsible for the personnel of the sales organization. Both of these gentlemen, in the course of gathering preliminary data, found their way to our offices, so we have a first hand knowledge of the reasons that lead up to undertaking the work. The experiment will bear watching. This idea of training salesmen is so old that its whiskers are nearly down to its knees, but it is amazing what a large percentage of concerns insist that it is "damnfoolishness." It cannot be denied that six years ago we suffered from an epidemic of salesmen's schools. Few of them survived the first two years of operation. But the trouble lies, not so much in the underlying principle, as it does in the rather superficial way that the principle was applied. There can be no argument that a salesman properly trained and supported is going to prove a better salesman and a bigger producer than one who

is left to shift for himself. In the case of Earl & Wilson a green man was selected for a test. He was induced to take up a course on salesmanship, and to fortify himself with reading the best books and publications concerning his work. He was closely watched by the home office, and a helping hand extended whenever his road became rutty. Today that man leads the Earl & Wilson organization. In the contra instance a man of several years experience, who claimed that he knew selling collars inside out and upside down, was put on a territory of equal possibilities. He was left "to paddle his own canoe." It took him just three months to hit the rapids and disappear. A salesman is comparable to a chunk of wood from which you expect to fashion an elegant piece of furniture. The wood may be beautiful mahogany from the forests of Spain, or it might be just a piece of everyday pine. Expend an equal amount of labor on either chunk of wood and you will get a table, but there will be a great deal of difference in the kind of a table you get. So it is with salesmen. You have to make them out of raw material just as you make furniture out of raw material, but there is a big difference in the material on the market. The next few years will see a decided swing back to salesmen's training courses. It will be a good thing for selling when it comes.

* * *

When You Take A New Job

A friend recently severed a life long position as sales manager for a machine tool manufacturer to take a new and bigger position as marketing director of a nationally known musical instrument concern in New York. In about six months he blew up. He went to his boss and told him the job was too big for him and that he was going back to his old job. He was licked clear through, and the only reason so far as we have been able to determine for his being licked was because he didn't have to make good! The great god Must was not standing at his elbow prodding him on. When he left his old job a well meaning employer had told him a lot of nice things which he ought to have told him before he decided to leave. He made our friend wonder if perhaps he wasn't making a mistake. And then to cap the climax he said: "Well, old man, go down to Yonkers and try the new job for awhile, and if you don't like it, or it doesn't like you, come back here. Your old job will be waiting for you." Twice lucky is the man who takes a new job with his back to the wall, and with his bridges burned behind him. He is like a new insurance salesman with an empty bread box and a pair of hungry little stomachs at home. He simply must make good and he will.

What Is a Fair Mark-Up for the Retailer?

The Division of the High Cost of Living, United States Department of Justice, has been looking into the question of middleman's profits in New York State. It has allowed it to become known that it regarded a fair mark up at anywhere from 33 to 50 percent—anything over that was profiteering. But when it came to applying the rule it wasn't quite so easy. Now the government is passing the buck to the high cost of doing business, explaining if there were five times as few retailers it would be possible for them to sell for less. Meanwhile the investigations continue, and, of course, the public pays the freight.

IT HAS become all the rage (literally as well as figuratively speaking) to cuss the retailer for taking excessive profits. But no person seems able or willing to state scientifically what is the logical and proper profit in any one line, much less in the field of merchandising in general. This has become impressively apparent at Washington, this past few months, when Congress has been conducting investigations as to the cause of the increased cost of this, that and the other thing. Always the discussion and examination has swung around to the vital underlying question of what is a consistent spread between the wholesale price at the point of production and the retail price at the point of consumption. And always the question, at least in its broader aspects, has remained unanswered.

Take, for example, the probe that has been in progress with respect to prices in the wearing apparel lines and particularly the prices of shoes. Economists from the Federal Trade Commission and specialists from the cost of living bureau of the U. S. Department of Justice have been glib to tell the investigating committees at the Capitol that individual sellers or groups of sellers have been taking undue profits but it has been like pulling teeth to induce any of these experts, who have been in the thick of the fray for months, to say in so many figures what is a consistent or conscientious margin for retail distribution.

Advocate Uniform Profit Margin

Nothing can disguise the fact, however, that this question of the just and warranted margin in retail merchandising is of the utmost importance to all sellers,—primary sellers no less than the final distributors. With some extremists going so far as to predict that the present unrest of the consuming public is liable to upset our whole machinery of distribution, and with retailers who were formerly antagonistic to resale price fixing now all too eager to pass the buck to manufacturers, it goes without saying that sales managers are face to face with a thoroughly live issue. It is not merely a question of arithmetic either. Deeper than that is the question of whether it is practicable to attempt standardization of sales margins—whether the spread must be wide enough to take care of the inefficient merchant in the high-cost community or whether such a one must be compelled, via an inelastic margin, to dim his bright lights and come within

hail of his more canny or more thrifty cousin on the side street or in the small city. And in the recent confidential discussions at Washington there has been raised yet another broad question of principle of moment to sales managers, viz, the propriety of "averaging" profits for a stock or a line as contrasted with spartan policy of making every item, staple or specialty, leader or trailer, yield a fixed uniform profit.

That this porcupine, the ethical margin for retail sales, becomes the more baffling the closer you approach it, has not been better exemplified than by the attitude of the Division of the High Cost of Living, Department of Justice, the branch of our executive machinery that has been responsible for recent spectacular fines imposed, in New York State and elsewhere upon retailers whose idea of a mark-up seems to have been, in some instances, 100 per cent. When the Department of Justice officials held conferences some time ago with representatives of national associations of retailers in various lines the impression was allowed to become current without contradiction that, under ordinary conditions, the governmental policeman would regard as plausible a margin of 50 per cent on cost of 33½ per cent on selling price. But when Howard E. Figg, special assistant to the U. S. Attorney General, in general charge of this specific activity, was recently asked to confer with a subcommittee of the Senate Committee on Manufactures in connection with an investigation of shoe prices he was loath to go on record as formulating any hard and fast rules on margins.

Much Ado About Nothing

The special division of the Justice Department has been busy for months investigating and conferring with business interests with a view to determining if possible through agreement, on fair prices for the different necessities of life but the head of the enterprise had to admit, when pressed, that he had no broad answer for the question of what is the ideal mark-up. The whole theory of Mr. Figg, in the light of his recent experience is that the question of a fair margin is, as the politicians say, "a local issue." About the nearest that he came to a hard and fast rule was when Senator McNary asked: "If a retailer buys shoes at \$5.72 and sells them for \$18 or \$20 would that be profiteering in one community and not in another?" To this Mr. Figg replied: "Well, that

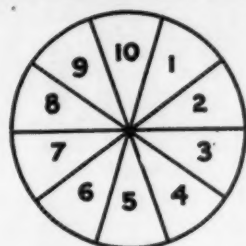
wide a spread would unquestionably mean profiteering in any community."

The Department of Justice, according to its spokesman, threw up its hands early in the game with reference to any attempt to fix "standard or profit" as a hard and fast line beyond which the suspicion of profiteering would attach. Instead the question of the warrantable margin in each community has been left to the local "fair price committee." It has, indeed, been for the purpose of thus localizing the question of margins that the Department has encouraged the formation throughout the country of a network of local organizations. The Department of Justice has nevertheless had to face, in the course of the recent Congressional investigations at Washington, some pretty sharp questions as to the justification for sanctioning as a proper markup or margin any average for overhead charges that a local community showed, plus a net profit of say 5 per cent. Critics, such as Senator Jones of New Mexico, have inquired whether, in determining allowable overhead by means of averages, any precautions have been taken to make sure that the figures that go to make the average are not exorbitant, and in reply Mr. Figg admitted: "Of course in arriving at a fair profit you run the risk of putting a premium on inefficiency in business."

If "if" and "ands," etc.

The nub of the matter is that there is, in a certain more or less radical section of officialdom, an increasing unwillingness to accept the erstwhile all-sufficient alibi of the merchant that any margin is unassailable so long as it merely covers the cost of doing business, plus a reasonable profit on investment. In other words, there is rising a school of insurgency that proposes to analyze proclaimed overhead and pass judgment as to whether it is justified. This indictment of overhead is due not so much to the manifest cost of modern luxurious retailing and the lengths to which store service has gone, as to the solemn warnings of economists that our entire national community is topheavy with retailers. Conferring, only a short time since, with a group of Senators regarding the high cost of distribution, T. M. Robertson, a leading economist on the staff of the Federal Trade Commission said: "The public is paying from three to five times as many distributors to serve it as it should and as it needs. It contradicts our theory of competition but my observation is that the more merchants enter business the higher prices are liable to be."

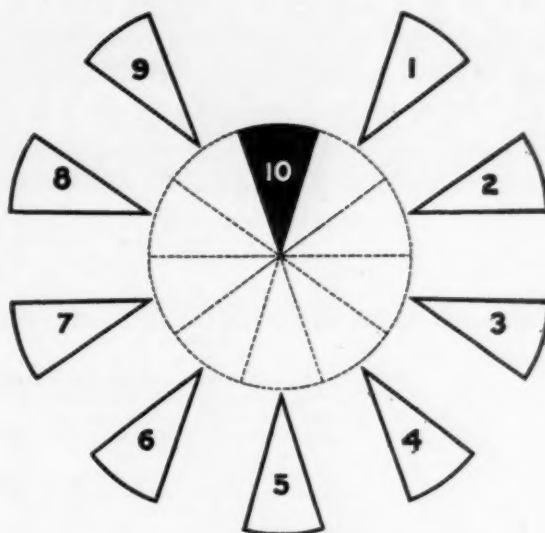
"Of the many numbers of your valuable magazine, SALES MANAGEMENT, that I have had the pleasure of reading, I think the June number was the best. I can notice a great improvement over the first issue, which I picked up on a news stand in Minneapolis about a year ago, and I just want to express my appreciation of the many good things that I find in it."—J. A. Hillstrom, Secy., National Association of Specialty Salesmen.



APPARENT MARKET

**How much are you oversold?
100 per cent?**

**Look again—
Is it only 10 per cent?**



ACTUAL MARKET

When a buyer goes to each of ten manufacturers and offers to buy \$10,000 worth of merchandise—

And meets the "oversold" condition everywhere—

He leaves the impression with each one of the ten manufacturers that a definite opportunity for the sale of \$10,000 of merchandise exists—unsatisfied.

Then the industry begins to feel that it is ten times \$10,000 or \$100,000 "oversold"—for ten different manufacturers have felt the demand. And every new buyer whose demands cannot be filled on the spot adds to that feeling.

You may be actually only one-tenth as

far oversold this minute as you think you are.

What are you doing now to fortify your business; to be able to hold prices when cuts begin; to insure your relations with preferred customers when buying becomes selective?

Advertising? Building good will? Of course—but how?

That's the word—HOW.

The time has already come when your advertising plans must be sound; your advertising message must be *sincere*; your copy must be believable; your invitation must be *acted* upon.

Will you take counsel with a group of men who have been through the mill, and know how to help you?

HANFF-METZGER

INCORPORATED

ADVERTISING AGENTS

Jos. A. Hanff, President

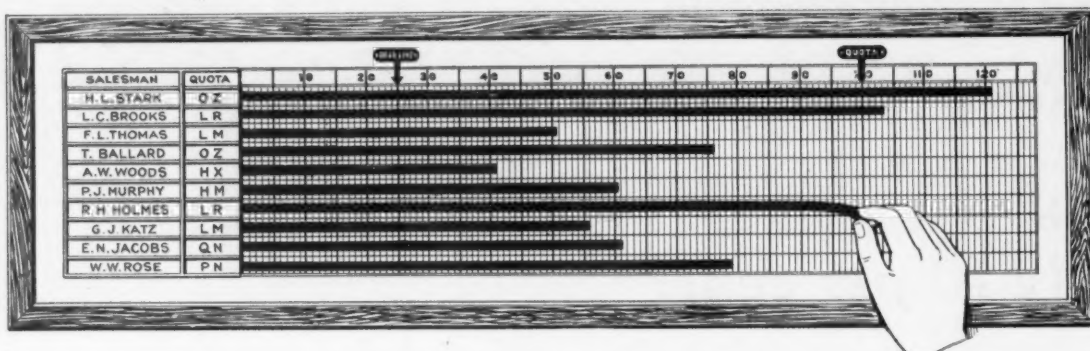
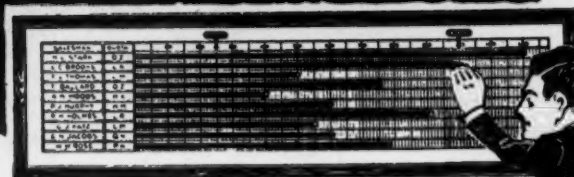
95 MADISON AVE., NEW YORK

Geo. P. Metzger, Vice President

We have galley proofs of some of the other advertisements in this series which we would like to send you: "The greatest business word in the English language"; "What is the rarest business quality?"; "Why don't you set your advertising money at work?"; "Punch!"; "Why don't you let your advertising manager earn his salary?"; "Why don't you let your advertising agency give you service?"; "When you think of advertising—what's your first thought?"; "Maybe we know your market better than you do"; "There's your axe—there's your handle."

One of these Charts is for You-

EDEXCO MECHANICAL GRAPHS are simple control boards that make it easy to chart quotas and results, or show sales by territories or individuals. A few minutes a day make all necessary changes.

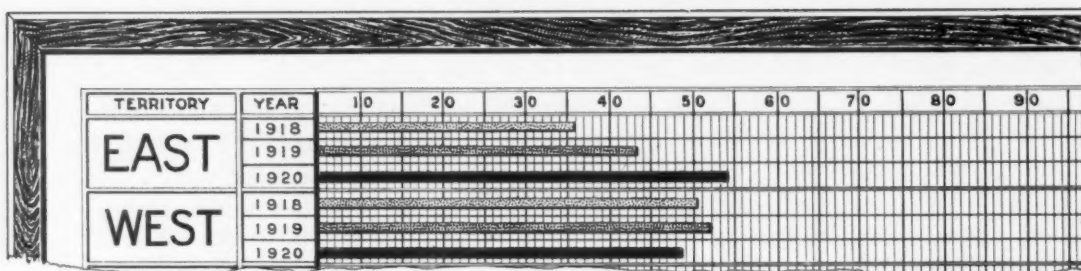
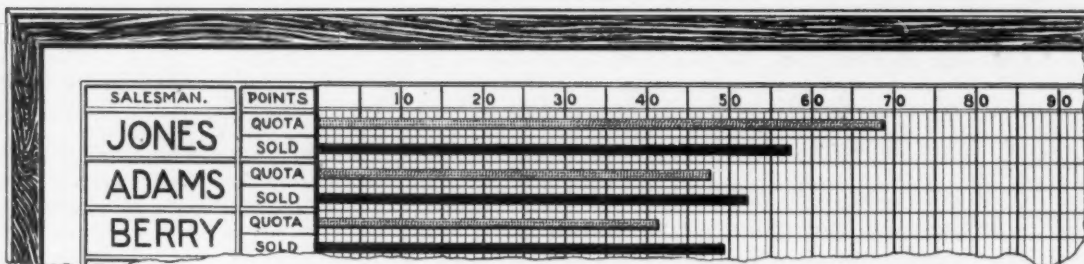


**EDEXCO
SINGLE RIBBON
BAR CHART**

with percentage scale. As sales chart shows results accomplished toward quota or registers standings in competitions.

**EDEXCO
TWO RIBBON
BAR CHART**

for contrasting related items or where quota varies with each man. Green for quota—red for sales. May also be used to show sales and profit.

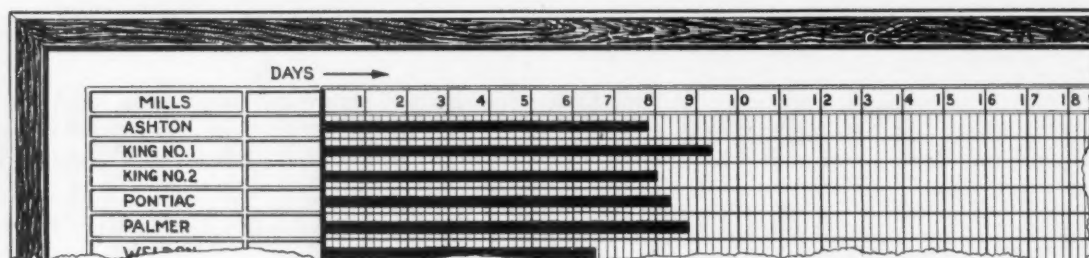


**EDEXCO
THREE RIBBON
BAR CHART**

for comparing three years or seasons. Also will show production, sales and stock on hand by items or lines.

**EDEXCO
SINGLE RIBBON
BAR CHART**

with time scale to show production or stock immediately available on day-by-day schedule.



FREE CATALOG
Illustrated in Colors, Sent on
Request
ask for "Mechanical Graphs."

Educational Exhibition Co.
134 Custom House St.
Providence, R. I.

EDEXCO GLASS HEAD MAP PINS
Solid colors, will not peel or scratch, 2 sizes
Send \$1.00 for Big Trial Outfit
containing 100 map pins and other marking
devices, sales maps, charting papers, curve cards,
EDEXCO map mount, 2 catalogs—GRAPHIC Sup-
plies and Mechanical Graphs—Service Sheet No.
4 and special Instruction Sheet on Starting and
Keeping Graphic Records. Catalog alone sent
free. Please say which.

Voice Modulation as a Sales Factor

By R. E. Pattison Kline

Mr. Kline is well known as a teacher of public speaking. He has been engaged in that work for nearly twenty-five years. He was recently asked by the Chicago Sales Manager's Association to address the May meeting on the subject of "Salesmanship and the Spoken Word." The following is an excerpt from that talk. Although most of the ideas advanced are well known to our readers, they may serve to reopen some avenues of thought which have become closed during the seller's market.

TO BE able to convince is not a matter of good logic alone. It is not a matter alone of true facts, exact facts. As I have told you before, many a criminal has been set free by a lawyer who had more power of appeal before the jury than the states attorney had, simply because his vocal form was more successful in reaching that jury than was that of the states attorney.

Where a salesman is concerned—I don't care what his goods are, he may have the best goods in the world, he may be working for the most reliable house in the world, the most honest house, the most efficient house, and his arguments may be utterly right, but again and again he does not make the sale because he does not represent himself, his goods and his house in the right vocal form. His words may be utterly correct, no fault whatever to be found with his words, but his voice does not represent him correctly. There is another element you will find these people doing. You will find they are doing just the thing that I have been trying to do here, the thing that I know by a very great amount of practical test is one of the most vital factors in selling, because I sell ideas and that is all anybody sells.

Use Your Eyes to Hold Attention

You don't sell automobiles, you don't sell medical goods, you don't sell anything else but ideas. All salesmanship in the last analysis is the selling of an idea. The keen, direct, unflinching eye is one of the greatest factors we have in holding attention. Why, again and again you have heard not only a man's mental capacity, but even his moral capacity questioned because he could not look people squarely in the eye. The man with a shifty eye—look out for him. Not always, but in the main. Again and again I have stood before audiences. I have looked them keenly in the eye, gotten their attention until it was absolutely centered upon me. Then I have allowed my eyes to wander, to look off somewhere else. I could just feel that attention beginning to melt away, and then I got back to this keen, direct personal eye, and I could feel that attention come right back to me. You would not long stay in social conversation where people in that little social group refused to look you in the eye. You never saw one man talking in earnest with another one, looking anywhere but squarely in the eye, and it is one of those factors that is bound to get you success.

What is another factor? You say this is an element of personality. Maybe it is, but it can be cultivated. I was talking with a gentleman who until recently was connected with the New York Life Insurance Company. He told me that just about ten or twelve months before that an insurance salesman connected with the Aetna Company died, and he said this man was recognized as, if not the greatest insurance salesman, at least pretty nearly the greatest insurance salesman in the United States. My friend said to him one day before he died: "What is your secret of salesmanship?" It is the secret of all leadership. I must be the main factor there, and so this salesman said that the success of his salesmanship lay in the fact that when he found he was losing the domination of an interview, he terminated that interview and went away, and came back some other time when he could dominate that interview.

The Knack of Leading Conversation

Anyone coming back from the battlefields of France, for instance, might tell a human interest story, so keenly interesting that it requires no variation in vocal tones to hold the attention, but there are a great many things that have to be said that have not much of human interest in them, and the problem is how can you successfully get this idea into the other fellow's mind, and this matter of dominating the speech situation is one of the most important. Now you remember that and for the next six months, you study any little group where you find one man seems to be the most successful conversationalist in that group, and you will find that he is always dominating. Now that does not mean that you have to be autocratic or dogmatic, or anything of that sort. It is not that kind of domination I am talking about, but anything can be made interesting if you put it in the proper vocal form.

Nobody follows the man who has not substance, and power and inspiration and force and quality and character in the voice. Given a salesman with goods that are beyond reproach, and that he knows are beyond reproach, and then let him have an expert knowledge and practice of these things, and watch the results. You will find, if you will analyze it, that you will listen much more keenly to that speaker who has the maximum of vocal variety. I mean by the maximum of vocal variety, that the voice conveys much finer shades of meaning. Go back again to the fundamental principle. If every idea demands

a different vocal response, then surely if my voice gives differentiation in what we call tone, differentiation in not only actual utterance of words but differentiation in modulation and accent, attention given to the number of words that are spoken between two breaks or pauses, why there is no question of the fact that I am going to get keener attention, and my prospect is going to give better hearing. If salesmen were to train their voices so that they were very flexible, so that instead of having a range of say eight pitch, which is about the average of the untrained voice, he had a range of twenty pitch, and he had a voice flexible enough to and very slow movement, as the thought demanded, it goes without question that he is going to convey ideas much more successfully, and his salesmanship is going to be far more successful. How many men and women, as you listen to them, are pleasing—thoroughly, definitely pleasing in qualities of voice?

What is your next step in salesmanship? Creating a favorable impression, and you mean to tell me that a pleasing, effective, well modulated voice will not create a more favorable impression than one that is hard, somewhat high pitched, unpleasant and ineffective? There is no argument at all. Why, many a salesman, the first sentence he has uttered, has killed his sale, because his vocal forms have created an unfavorable impression which he can't overcome by following conversation—in fact, the more he converses, the more unfavorable the impression becomes.

Variety Important

What is the next step? That of creating interest. What is the main factor in not only holding but creating interest? Variety. I was called out west to Utah for three successive springs before I began my Chautauqua work, to give a course in public speaking in a very unusual school connected with a power company. The superintendent said to me once that he always knew when there was trouble on the line anywhere. He said: "You hear the hum of that machinery out there in the power house? As long as that hum is just the same as it is now, I never pay any attention to it, but the moment there is trouble on the line somewhere, that hum changes its pitch and I immediately know it."

Where salesmen, business men, lawyers, clergymen or public speakers talk for fifteen or twenty minutes with very little variety in their voice, they wonder why they have not the interest and can't hold the interest of their audience. It

can't be done. As between two men, one of whom has large variety and one has little variety, the one with large variety is bound to get a keener and far more unwavering attention than the man who has not that variety.

What is your third step in salesmanship? Creating desire. Combined with that is the matter of getting confidence of your prospect. I know of nothing that will do this so quickly—half so quickly as the right kind of what we call vocal range. I don't care what words you use, after all it is that quality and type of voice that counts, the thorough, genuine, absolutely honest voice, the complete certainty, definiteness and exactness of the thing that we say. That was the power, I say, of Napoleon. It is said he could take mere boys, and in a single speech almost make veteran soldiers of them. Why did Savonarola overturn the government of Florence? Because he was a great speaker. Why

did Luther stand up before the Diet of Worms and speak with authority? Why, the world is replete with illustrations of the thing that I am saying. Words can't create desire; words can't create confidence.

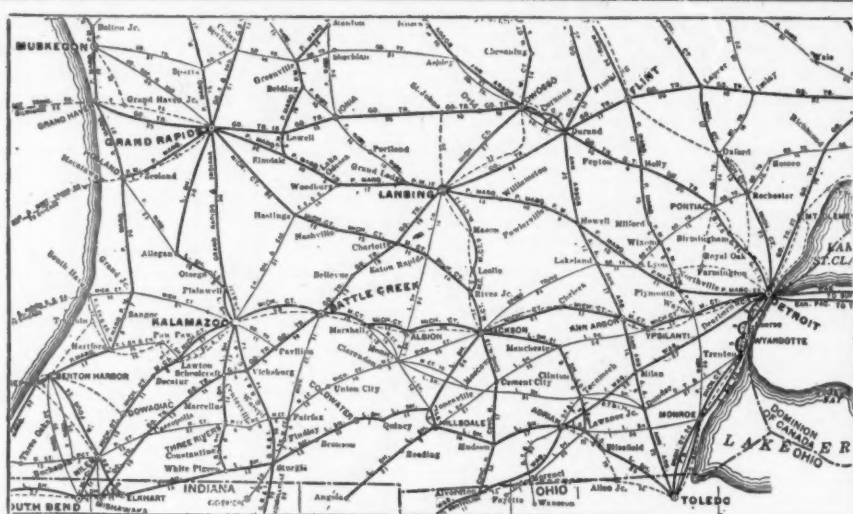
What is your next quality or step in salesmanship? That of securing conviction, and here above everything else, the human voice is the main factor. The average man and average woman does not do any thinking. We talk about our intelligence here in America. We are just about as unintelligent a group of people as there are. You call it an intelligent people when you permit 250,000 babies to die before they are one year of age, and your medical men tell you that 95% of them could be saved if we had an intelligent motherhood and fatherhood. You call this an intelligent nation when there is not a Statesman in America that would risk his reputation by demanding the return of the saloon.

Had we been an intelligent people in this country, you would not have had saloons twenty years ago. People are not ruled by intelligence.

What is the last step? You call it putting the name on the dotted line. We in public speaking call it securing action. What is the vital factor in securing action? Quality of voice, absolutely. You go to one of these mournful events and you sit there absolutely unmoved, and you hear one of the mourners come up. They don't do it so much now as they used to; take a last look at the departed loved one, and you hear that little sob in the voice and immediately the lump comes into your throat. It never was there until you heard that broken sob or until you saw that face worn with sorrow and grief and saw the tear in the eye. Why, gentlemen, why have you got your theatres? There is the proof of the thing. How could your moving pictures hold your audience if there was not that tremendous swift facial expression that shows what is going on in the brain and what is the actor's intent? You would never fill your movie house looking at Chaplin or looking at Madame Nazimova.

Making the Voice Express Power

You can't get courage into a man in a cold, intellectual voice that doesn't express courage. You can't get people to do something if your voice doesn't indicate that you would do the same thing or whatever else it may be that you and I want these other people to do. We are a thousand times more likely to make them do it if this voice expresses those things. I would rather lose anything else but my power of speech. I could get along much better without any of the other senses than I could without it. Make a person dumb and then take away his eye expression. He might as well die as to live that way. From Demosthenes down to the present time, the man of power is the man of speech power. One of the most noted bankers in this city, accredited with being one of the most widely read and best informed bankers in this city, said to a pupil of mine: "I would give anything, Mr. Jones, if I could do the thing you are learning to do." He said, "Many is the time I have been in a meeting and have seen a man who knew much less than I did about some issue, get up and lead an organization, and I could not because I could not get on my feet and say anything effectively." And so I believe every business man, I don't care what business he is in, because we are all salesmen in the last analysis, there is no one thing outside of the immediate business you are in, you must have your knowledge of that, you must be expert in that business, you must have gained the fullest of understanding of its processes, its length and breadth and depth and what the other fellow is doing, but outside of that, there is nothing half so vital, or half so important to your success in life as the power to speak effectively.



Showing
Partial
Reduced
Section of
Michigan
Map

Note:—DISTANCES between towns are indicated by figures
Towns having population of 25,000 or over are indicated by heavy caps L. & BATTLE CREEK.
Towns having population of 5,000 or over are indicated by caps L. & DOWAGIAC.
Towns having population of less than 5,000 are indicated by small letters L. & Faw Paw.
Main lines of railroads are shown by broken lines, thus ————
Interurban trolleys are shown by dotted lines, thus
Suggestion to Travelers: Enlarge with ink the circles showing the location of towns to be covered: the most available route will immediately be seen.

ARE YOU THE SALESMANAGER?

- Do your men simply skim the cream of the territory?
- Have some of your men too much territory to be properly worked?
- Are your sales-plans protecting you for the leaner days that are to come?
- Do you locate your branch offices with due regard to shipping and transportation?
- Do you know the yearly growth of your town outlets?

This and much more can be readily answered by

BLUM'S SALESMANAGER'S ATLAS

Price, complete \$20.00

Ask for Catalog F.

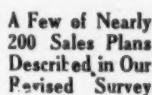
BLUM MAP COMPANY

7 West 29th Street

New York City

Purchase a pocket edition of our individual State Maps from your local stationer. Price 25c each.

This, and dozens of other equally timely questions, are discussed in the **NEW AND ENLARGED** (1919 Edition) **Survey of Modern Sales Management Practices**. This survey is entirely different from any other book ever published. It gives you in boiled-down, brass tack-form, suggestive methods, plans and policies used by leading concerns in over 250 different lines of business. It gives you names, figures and facts.



(The foregoing examples are cited merely to illustrate the "brass tack" character of information in the survey.)

Twenty odd specimen letters which have proved effective in awakening salesmen to reserve powers, selling by mail, paving the way for salesmen, handling complaints, collecting money, etc., etc.

We will send you, without obligation, one of these revised surveys to look over. If you wish to retain it, simply send your check for \$4.50. If you do not wish to keep it send it back and we will cancel the charge without question. Over 5,000 copies of this survey have been sold. You cannot afford to be without it.

223 WEST JACKSON BLVD., CHICAGO, ILL.

Good Salesmanship Demands
that you carry your samples, catalogs and price lists safely and systematically.

CENTURY PORTFOLIOS
because of their well arranged interiors, afford you that convenience. Made in various sizes and styles. Strong — roomy — attractive. Prices reasonable. Investigate. Send for illustrated "Catalog B" today.

CENTURY LEATHER CRAFTS CO.
350 Broadway New York City



WORDS WIN!

For want of the right word many an appeal or description has suffered. Like the enthusiastic Frenchman's remarks on witnessing some notable scene: Superb! Sublime! Pretty Good!

To all of us comes that moment "When words fail," and so to save us the tedious task of searching thru our ponderous Webster, we have compiled a handy little **WEBSTERETTE**, which gives you easy access to the choicest words that may be successfully employed in the making of a good advertisement or sales letter.

Selected Words For Selling

Contains the most expressive and convincing words in the entire realm of human thought which may be used to express

Quality—Advantages—Price

To the man who writes advertising or sales letters this little book is worth real money. Pocket size, so arranged that —**ZIP**—you have before you a complete selection of those words which, if correctly used, will influence your readers to your way of thinking. Price One Dollar. Postpaid.

DALL PUBLISHING COMPANY

Denham Building

Denver, Colorado

Letters to Salesmen

Send your salesmen my stimulating weekly letters. One month's trial service, \$1.00. House Organ and Sales Bulletin Contributions furnished at a moderate charge.

JOHN J. LUTGE

Sales and Advertising Counselor

363 W. 27th Street, New York City



Handy Expense Books

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Save time and trouble for salesman and book-keeper because they eliminate all carrying forward and reduce the possibility of error. For weekly accounts.

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SellingAid 634 Sherman Street CHICAGO

The Latest Union Attempt to Eliminate Salesmen

This digest of a current newspaper article is published as a matter of news. On the surface it would seem that if such co-operative activities become widespread the whole structure of present day distribution will tremble. But sooner or later the management problem seems to "get" the co-operative enterprise in this country. When profit margins shrink and business again becomes a matter of management, then the road of the co-operative enterprise will become rougher.

ONE of the most influential trade unions in the country, with a claimed membership of 387,000 members, is conducting an interesting, and significant, experiment in co-operative buying. It has invested \$1,000,000, according to O. C. Trask, president of the union, in various manufacturing plants and is able to tap a combined bank account of \$42,000,000 if necessary, in order to save the members of its union the "middle men's profit." According to the Detroit correspondent of the Washington *Herald* the success so far attained has given the officials of the union visions of great possibilities, especially if some national strike arbitration plan be worked out which would permit labor unions to divert their strike funds into this channel.

According to the Washington *Herald* the first efforts of this co-operative store was confined to buying at wholesale such things as underwear, gloves, and minor articles of wearing apparel. "Maintenance of way employees perhaps use up more gloves and mittens than any other class of labor in the country. It is quite an item. By buying it from his own "store" he saves from ten to twenty cents a pair. He will save ten to twelve cents on an ordinary can of peas or from eight to ten cents net if he clubs in with his fellow workers or other union men. So it is all the way down the line.

"Any one of the 387,000 members may buy a tailor made suit of clothes all the way from \$36 to \$69, where from the tailors in their own town they would have to "fork over" from \$75 to \$125 for similar goods. The ash-pit man or the section hand may send in his measurement and get by return mail a pair of overalls for \$2.79, for which his retailer asks \$4.50.

"A car-load of flour went from Detroit to Chicago the same day, the commodity to be sold there at \$1.80 a bag of twenty-five pounds. Similar flour was sold as a "leader" in one of Detroit's biggest stores the day before at \$2.27.

"How do we do it?" repeated O. C. Trask, in charge of the purchasing and selling department. "It is no secret. We simply buy as low or lower than anybody else, then sell at cost to our members. We do not aim to make a penny on our purchases, but are prepared to stand a loss, if necessary, altho we do not look forward to such a turn of affairs.

"At first we had some trouble in be-

ing able to buy from certain manufacturers. They were afraid to sell to us for fear that they would lose the trade of the retailers throughout the country. Then hurdles in various ways were encountered, but these were gradually overcome when we planked down the cash and bought in larger quantities than any wholesaler or jobber. Then there was another objection. Manufacturers pointed out to us that no similar enterprise had ever succeeded. We persuaded them to take a chance. Where opposition developed we took the bull by the horns and bought first the entire output of certain factories, and later the factories themselves.

"We have the same feeling toward producers generally and also toward retailers. We are gradually putting the retailers out of business, but we don't want to. They are not the greatest profiteers. This distinction goes to the jobbers, and there lies the main trouble.

"In Philadelphia, for example, I discovered that as many as twelve people handled the product in canvas gloves. Five separate jobbers took profits out of the yarn which went into the cloth. That is the reason why the average worker pays forty cents for an inferior quality while our members get the best for twenty-five cents or less."

Mr. Trask held up a can of peas as he spoke, remarking that retailers in Detroit were charging twenty-four and twenty-six cents for it, while it could be sold to members for fifteen cents. Several canning factories will be bought, but in the meantime they are dealing in a cooperative way with many small concerns. In regard to flour and similar products the association has made arrangements with the Community Millers' Association. This organization controls ten thousand mills. Frequently the railway men buy the entire production of the mill and the members profit accordingly.

The flour is sent in car-load lots to the different centers. The members do their own marketing. In smaller places barrels and bags figure. Potatoes and other vegetables are dealt with in the same way. Heavier articles are sent by freight, and the officers will deal in anything from needles to automobiles.

"We can save one-third in price on automobile tires," said Mr. Trask as he dismissed the salesman of a large concern in Ohio. "We pay cash down and that appeals to all. We don't want ten or thirty days' time, as that would involve us in a lot of expensive bookkeeping."

"Snappiest Little Sales Bulletin I Have Ever Read"

Let us place You on the Regular Mailing List Free



Terre Haute, Ind.
March 22nd 1920

National Salesmen Training Ass'n.,
85 West Jackson Boulevard,
Chicago, Illinois.

Gentlemen:-

Received in this morning's mail your pamphlet entitled, "SALESLOGY." I have read every word of it and must say that this is one of the snappiest little sales bulletins I have ever read.

I want you to be sure to put my name on your mailing list so I will not miss a single issue, and mail me invoice covering charges, whatever they may be.

Yours very truly,

CHAS. W. BAUERMEISTER CO.

J. D. Loughery

JDL:CM

What Would a Sales Manual Add to Your Volume of Sales?

It has been proved beyond a doubt that concerns using a Sales Manual have a distinct advantage in the matter of breaking in new salesmen.

To the experienced salesman it also means a ready book of reference in the best methods of selling his line. A Sales Manual in the hands of your salesmen will add to their all-round efficiency.

We are specially qualified and equipped to prepare a Sales Manual for your organization. For full particulars check the Coupon.

Read what Mr. J. D. Loughery, Sales Manager for the Chas. W. Bauermeister Company, Terre Haute, says about the first issue of SALESLOGY in the letter to the left. Over 1,500 Sales Managers and Executives have written and complimented us on this snappy, live little magazine. We want to place you on the mailing list to receive copies as they are published. There is absolutely no charge for SALESLOGY, in fact, we will gladly supply you with copies for your salesmen, too. SALESLOGY is published in the interest of selling and goes to you with our compliments.

Do You Need Salesmen?

No Charge to You or to Our Members

Without any cost or obligation we will be glad to place you in touch with any number of salesmen you may need. There is no charge for this service either to you or to those we recommend. Hundreds of the best known concerns in the U. S. and Canada are using this Service with great satisfaction. We have Members of all types, nationalities and experience ready to step into sales positions. The average age of our Members is 29.

A Plan to Increase The Efficiency of Your Salesmen

If you feel that your salesmen are not turning in all the business possible, it will pay you to let us send you some interesting details about our Plan for putting more pep into sales forces.

A large paint manufacturer since adopting this plan writes: "We notice larger and better orders and we are able to do more business with less salesmen, thanks to your Plan."

CHECK HERE FOR

SALESLOGY ☐

Information about Group Plan for putting pep into Salesmen ☐

Particulars about Sales Manual ☐

National Salesmen's Training Association

Suite 515-27 Monadnock Building CHICAGO, ILLINOIS

National Salesmen's Training Association, Employer's Service Dept. Suite 515-27 Monadnock Building, Chicago, Ill.

Without obligation, please give us the particulars about members of your association for whom you are seeking sales positions.

We plan to employ additional Salesmen. How many?.....

Territory

Firm

Street..... City.....

Line..... Manufacturer..... Wholesale House.....

How Newspapers Co-operate With National Advertisers

A recent canvass made by the Newspaper Department of the A. A. C. of W., to determine the scope of newspaper co-operation work at present, brought responses from more than 200 newspapers, including newspapers in the metropolitan cities as well as some of the small newspapers in rural communities. The figures furnish an interesting exhibit of the lack of standardization of service rendered by newspapers. The greatest percentage of agreement on any of nine questions was 86%, that being "No" on the question, "Will you sell merchandise?"

73% of the newspapers mail broadsides or letters to the trade for National advertisers.

27% refused to mail either broadside or letters.

66% of the newspapers that mail broadsides or letters charge postage to the advertisers.

29% of the newspapers that mail broadsides or letters make a charge for stuffing, sealing and stamping.

14% of the newspapers will sell products to retailers for manufacturers who are advertising in their local columns.

86% refuse to sell goods.

81% of the newspapers will introduce salesmen to the trade. The great majority of these newspapers limit the introduction to jobbers and the leading retailers of their city.

82% of the newspapers make a market survey upon request, while

18% refuse to give this service.

There is a great variation among newspapers in the amount of time devoted to gathering necessary information pertaining to advertised products.

Picking Salesmen

(continued from page 424)

day, I have got to go and make another sale; if I don't get one tomorrow something is going wrong in my family. Why did I lose that fellow this afternoon; I wonder what the Dickens the reason was that I did not get that order. What did he say? Here is what he said, and here is the way I answered him. That was a fool answer, wasn't it? What could I have said to that fellow that would have made him buy these goods?"

His mind begins to concentrate on this proposition, on this objection on the sales value of his proposition. He is concentrating, converging his talents to get the answer to that objection, to strengthen the sales arguments he wants to make, and when he meets a prospect with that objection next week you bet your life he is prepared for him. That is where he gets his preparation. It is because of that determination that he must get it.

The Hotel Manhattan, New York, is to be converted into an office building.

Personal Services and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

SALES EXECUTIVES WANTED

A manufacturer of men's wearing apparel has an opening for an executive who can control and direct the sales force, handle the sales promotion work and take charge of advertising. Prefer sales manager who has had experience in similar line. Concern established twenty years ago. Will pay good salary to right man. Proposition offers opportunity for continued advancement. Box 705.

Branch Manager for southern states with office in Atlanta. Would like to get salesman with good record in office appliance or equipment field. This house has a national reputation and is a leader in its field. Man must be energetic with executive ability, and a good salesman. Good proposition for the right man. Box 703.

SALES EXECUTIVES AVAILABLE

Sales Manager—My fundamentals are right. I can consider nearly any industrial proposition. My guess on selecting salesmen is as good as the next fellow's. Backing up the above with sixteen years experience in sales, sales management, manufacturing, advertising, technical and commercial engineering, general business, executive and organization ability makes my proposition worth while. Health and enthusiasm for thirty-five years is my boast. Location preferred in Philadelphia or New York. Box 706.

Statistical and Research Assistant to a Manager—Man with ten years experience in assisting the general management and as an independent manager wishes to make a connection with good prospect for the future. Age 43. American. Graduate of three universities. Broad training in economics, statistics, finance, business organization, mathematics and research methods. Not trained in mechanics. Ten years experience in important executive position; principal ability and success apparently in statistical research aspects of the work; actual work has consisted largely of investigation, research, analysis, measuring results, working out costs, estimating for the future, projecting developments, planning, organizing, systematizing, studying personnel, and in the every day conduct of affairs. Entire career highly successful, as can readily be proved, but has about reached limit in present line. Will consider any location and any line of business. Salary depending on the prospects for advancement. Would spend a year in specific preparation for a particular work if attractive enough to justify. Box 710.

Salesman with Engineering Training is open for a position as salesman or branch manager, preferably Chicago territory. Present position in charge of branch office engineering sales for one of the large national oil companies. Served during the war as an artillery officer. Prior to the war sold mechanical appliances. College graduate. Not yet thirty, married. Prefer some sort of a commission arrangement, or salary based on results produced. Box 701 SALES MANAGEMENT.

POSITIONS WANTED

Sales Manager with wide experience in textile manufacturing industry where exceptional ability is demanded. With present concern fifteen years. Still under forty. Have a record that I believe will be of interest to any concern desiring to employ a sales manager. Would appreciate opportunity of giving complete details. Box 709.

Executive in Rubber Industry on Pacific coast would like to consider proposition with tire concern or similar business that would enable him to remain in Northwest. Has had good experience with prominent tire concerns in sales executive positions and more recently sales manager of Western rubber house. Would be willing to take charge of this territory representing some concern of standing. Box 704.

SALESMEN WANTED

WE HAVE AN OPENING for several high powered salesmen to handle oil proposition; big chance for A-1 men; liberal commission basis. BUIE OIL CORPORATION, 299 Broadway, New York.

PRESS CLIPPINGS

We read and clip for thousands of busy people the best things on any subject appearing in the current daily and weekly newspapers. Send stamp for booklet or write us what you want and our readers will get it for you. Consolidated Press Clipping Co., 431 So. Dearborn street, Chicago.

ADVERTISING LITERATURE

Advertising that has a little warmth and humanness without sacrificing dignity or force. Specimens and testimony on request. E. M. Dunbar, 1913 Rowena street, Boston, Mass.

CARTOONS FOR SALESMEN'S HOUSE ORGANS, ETC.

Send for new proof sheet showing new sales cartoons by Lew Merrell. All sizes. Suited for use in house organs for salesmen, salesmen's bulletins, post card enclosures, etc. Cost less than zinc etchings alone. The Dartnell Corporation, 223 West Jackson Blvd., Chicago.

"Can you send me another copy of SALES MANAGEMENT for June? The address of George W. Hopkins of the Columbia Graphophone Company appearing in that issue is worth the price of several years' subscriptions; at least it has proven of exceptional value to us, and we are quoting from it in some of our own publicity matter urging sales managers for furniture factories and house furnishing goods concerns to read the entire article."—J. N. Nind, Pres., Periodical Publishing Co.